

Mongolia
Cabinet Secretariat of Government

**Preparatory Survey
on the Project for Human Resource
Development Scholarship
in Mongolia**

Final Report

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Japan International Cooperation Agency (JICA)
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SUMMARY

1. Summary of the Preparatory Survey

(1) 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 6,030 international students from a total of 22 countries since the first intake of international students in FY 2000 up to FY 2023.

Since FY 2009, the project was gradually switched to a new system as adopted by partner countries subsequently. In this 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, the target of the project is limited to civil servants who are involved in the formulation and implementation of policy in development issues.

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as “the JDS basic research”), verified the effectiveness and carried out a comparative analysis of JDS in the target countries, and demonstrated the proposal of future project enforcement policies and strategies. In the FY2019 the JDS basic research, the average degree recipient rate of JDS Fellows from all 13 countries surveyed was 98.7%, and the average civil servants incumbent rate was still high at about 80%. In the questionnaire for Returned Fellows, it showed that the pro-Japanese feelings were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in 9 out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the active cases of competition with other donors, such as Australia, South Korea and China, etc. the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding.

Mongolia has been one of the target countries since 2001, the third year from the beginning of the JDS Project, with 416 JDS participants dispatched to Japan until 2023 including the first-term JDS participants in 2002. Acceptance of JDS Fellows in fiscal year 2024 will mark the completion of sending JDS Fellows in the framework designed in 2020. 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.

(2) 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 the next four batches starting in FY 2024 (dispatch in FY 2025).
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

(3) Method of the Survey

As part of the preparatory survey, the field survey in Mongolia has been conducted from September to October 2023 and March 2024.

- From September to October 2023 and March 2024: Field survey
 - 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
 - Selecting accepting universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
 - Selecting target organizations corresponding to each Sub-Program/Component
 - Confirming the implementation structure of the project
- March 2024: Estimating the project scale
- April 2024: Drafting the basic plan for each Sub-Program/Component
- April 2024: Interviews from JDS Returned Fellows

(4) 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. Although this framework is for master's programs, in accordance with the JDS doctoral program operation policy for all countries, it is also required that the research themes of doctoral programs match the target development issues in the JDS Project plan of each country.

The Framework of the JDS Project in Mongolia (from JDS Fellows 2025 to 2028)

Priority Area (Sub-program)	Development Issue (Component)		Accepting University	Slots
1. Strengthening of Governance toward the Realization of a Sound Macroeconomy	1-1 Strengthening Discipline in Public Finance and Developing Financial System	1-1-1 Public Finance Management	Saitama University (GS of Humanities and Social Sciences)	2
		1-1-2 Financial Policy and Capital Market Policy	International University of Japan (GS of International Relation)	2
	1-2 Strengthening Governance	1-2-1 (A) Public Policy	Meiji University (GS of Governance Studies)	2
		1-2-1 (B) Public Policy (1 year)	National Graduate Institute for Policy Studies (GRIPS) (GS of Policy Studies)	2
		1-2-2 Development of Legal System in the field of Business, Economy and International Law	Nagoya University (GS of Law)	2
	2. Environment-friendly and Balanced Economic Development	2-1 Strengthening Domestic Industry and Diversifying Export Products		Hiroshima University (GS of Humanities and Social Sciences / GS of Innovation and Practice for Smart Society)
Rikkyo University (GS of Business)				2
2-2 Sustainable Energy Development and Policy		Nagoya University (GS of Environmental Studies)	1	

② Number of Slots

Following investigations made by the Ministry of Foreign Affairs of Japan and the JICA before this preparatory survey was conducted, it was agreed that the number of available slots for the next phase of the JDS Project would be same as current phase for master's programs 15 and doctoral programs 1 as a result of comparing the number of civil servants, applicants, the proficiency of English and Math with other JDS implementing countries. Moreover, Japanese side presented to Mongolian side some changes regarding the composition of each component of the master's program and the maximum number of slots accepted, and those changes have been agreed.

③ Target Organizations

In light of its objective of developing core human resources of central government ministries and

agencies, it was agreed that applicants would be limited to only core civil servants (Administration service positions and special service positions) from the current phase and it will be the same from next phase as well. Officials of the Bank of Mongolia and the Development Bank of Mongolia, although they are not civil servants, will continue to be eligible to apply as they are expected to make a direct contribution to successfully dealing with development issues such as public financial management, and financial and capital market policy.

On the other hand, during the field survey, it was confirmed that although there is basically no transfer between central ministries and local agencies in Mongolia, it is possible to change jobs from local to central ministries if they apply for open recruitment and pass the exam. From the perspective of realizing "Urban and Rural Recovery" which is one of the six major development issues set forth in the Mongolian government's medium-term development plan "New Recovery Policy", it was agreed that applicants will be considered valid if they are talented and can contribute to strengthening bilateral relations when applications are received from local government officials.

④ The Operating Committee

In February 2023, against the background of the establishment of the Human Resource Government Department in the Cabinet Secretariat of Government to oversee the training of civil servants, it was proposed and agreed that the chairperson and implementing agency would be moved from the Ministry of Education and Science in the current phase to the Cabinet Secretariat of Government. The Ministry of Education and Science is in charge of general scholarship projects, so they will continue to be appointed as members of the operating committee.

Operating Committee Member

Country	Role	Member
Mongolia Side	Chair	Cabinet Secretariat of Government
	Member	Civil Service Council
	Member	Ministry of Foreign Affairs
	Member	Ministry of Finance
	Member	Ministry of Education and Science
Japan Side	Vice-Chair	Embassy of Japan in Mongolia
	Member	JICA Mongolia Office

⑤ Evaluation of Relevance of the JDS Project

The consultant analyzed relevance between JDS and development programs in Mongolia, based on national development plan and strategy of the Mongolian government and the general circumstances of the relevant sectors. The priority areas of JDS Project match with the priority areas announced by the Mongolian government at "Long-term Sustainable Development Vision of Mongolia 2016–2030", "Vision 2050" enforced in May 2020 and Medium-term plan "New

Recovery Policy” enforced in January 2022, and will promote the strategic orientation.

In the Country Assistance Policy for Mongolia formulated in December 2017 by the Japanese government, “Realization of Sustainable Economic Growth and Stable social Development” is set as the basic policy of assistance (overall goal) and “Improving Public Financial Management”, “Environment-friendly and Balanced Economic Development” are set as priority areas (mid-term goal). 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 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. 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.

2. Issues and Recommendations

(1) Implementation of JDS with Awareness of Diplomatic Effects

In Mongolia, because of its economic situation, it is approaching the phase of studying exit strategies for foreign student support projects through grant aid. Therefore it is also necessary to focus on developing human resources who can become a bridge between the two countries will be more conscious of expectations for diplomatic effects. In addition to JDS, various JICA long-term training programs are being implemented, so it is necessary to characterize that JDS is a project that is more conscious of diplomatic effects in order to differentiate and organize from other programs.

(2) Critical Mass Formation

In relation to the JDS Project in Mongolia, from the perspective of critical mass formation at central ministries and government offices, although results are gradually appearing, conspicuous outcomes have not been generated, compared with the situation in other countries. Against the backdrop of such situation, there exist many JDS Returned Fellows who have changed their jobs to work in the private sector. The employee turnover rate is high for civil servants, which is a circumstance unique to Mongolia. Moreover, despite the fact that civil servants are targeted, university faculty members and researchers had been included until previous phase. Thus, the number of successful civil servant applicants at central ministries and government offices remains about a half of the fixed number of successful applicants.

However, it has been determined that targets would be limited to core civil servants, officials of the Bank of Mongolia and the Development Bank of Mongolia from current phase. This led to more number of successful candidates from civil servants who belong to central ministries and

government offices. In particular, Bank of Mongolia (15 people), Ministry of Finance (11 people), Financial Regulatory Commission (8 people), Ministry of Labor and Social Protection (8 people), Ministry of Economy and Development (7 people), National Statistical Office (7 people), where many JDS Returned Fellows belong, JDS has a relatively high level of recognition. Among these, in Ministry of Economy and Development, the share of the position of Head of Department and Head of Division is 16%, and in the Ministry of Finance, it is 12%, both exceeding 10%. Furthermore, at the Bank of Mongolia, JDS Returned Fellows account for 20% of manager-level positions. As such, critical mass formation is currently in the process of developing, and focused promotion activities will be implemented for target organizations in which critical mass formation can be expected in the future, which lead to favorable outcomes.

(3) Low rate of core civil servants and the executive

In Mongolia, there are many cases where JDS Returned Fellows are unable to return to work as civil servants after their return, or even if they do return to work, they are inclined to change jobs to private companies, and the low rate of core civil servants among civil servants is an issue. According to the 2019 JDS basic research, the rate of Mongolian JDS Returned Fellows currently serving as core civil servants is 64.7%, which ranks second from bottom among 13 countries. The background to this is Mongolian unique circumstances, in which ministries and agencies are frequently reorganized due to changes in government that occur during national elections every four years, and in some cases, some JDS Returned Fellows might lose their original positions. Up until now, personnel at the director-general level and above have been renewed through political appointments, which tends to affect staff personnel as well, and there are cases in which the position of JDS Returned Fellows are not guaranteed after their return. In addition, in Mongolia, the treatment in private companies is better than that of civil servants, and there are cases where civil servants change jobs to private companies after their return.

In Mongolia, the current situation is that positions set forth by the Civil Service Law have not been filled, and making an approach to potential applicants from ministries and agencies where there are many vacant high-ranking officer positions or JDS Returned Fellows have been promoted may lead to a future increase of the promotion rate.

(4) Frequent changes and attendance rate of Mongolian operating committee members

Frequent restructuring of government ministries and agencies as well as frequent personnel transfer in Mongolia has resulted in replacement of Mongolian Operating Committee members and hindered active discussions about JDS. In addition, making an appointment with Operating Committee members is challenging in Mongolia, and dates cannot be set until the last minutes. To make matters worse, proxies often attend the Committee meeting. In this preparatory survey, the member of the operating committee was reviewed and it will be needed to encourage the operating committee to become more actively involved in the project.

(5) Low level of English Skills

Interviews with Target Organizations during the present Preparatory Survey found cases where workers who wanted to study abroad had to give up on applying to JDS because of insufficient English skills. Most Target Organizations do not provide English lessons although some did with the assistance of other donors. The JDS Project needs to take action to improve candidates' English skills.

As English skill improvement measures, JDS currently holds introduces websites for online learning. In addition to these, JDS plans to continue to provide 50-hours of English lessons for the next Phase during the screening period. Those English lessons are designed to raise the level of English skill of candidates who are excellent but have low English skill. The optimal number of lesson hours was set, upon consultation with an organization that provides English lessons, for the time between when candidates are confirmed to have passed document screening and when taking a technical interview, based on the assumption that they take lessons at night or on weekends while working daytime on weekdays. Since Target Organizations have requested English lessons, JDS may be able to demonstrate its advantage over other scholarship programs and enhance its additional value by advertising the JDS Project as a scholarship program including language training for candidates.

(6) Implementation in collaboration with the other ODA project

As far as JDS is an ODA project, it is not a scholarship program for individuals, but it is a program provided with an expectation for training government officials to contribute to policy making and to make diplomatic contributions. Based on this notion, collaboration with other ODA projects, differentiation of JDS from them, and definition of JDS roles become more important. For example, expected collaboration may involve recommendation of competent young government officials who are expected to make diplomatic contributions among those who have worked in other JICA projects or create a system to allocate JDS Returned Fellows to an ODA project in order to create synergetic effects for the entire ODA project. As for differentiation and role definition of JDS, other ODA projects may support study abroad in the area of development of technical human resources who will contribute to solving development challenges. For this reason, Components on infrastructure will not be provided in the next Phase.

In order to strengthen the capacity of young administrative officials, etc. who contribute to the promotion of socioeconomic development, it is thought to be possible to increase the synergistic effect of Japan's other projects by cooperating with and supplementing the other projects, not by JDS only. With regard to a role of the implementing agent, it is important to implement JDS while being conscious of cooperation with the other ODA projects: the JICA Human Resource Development Project in Mongolia, among others.

(7) Needs for Enrichment Programs

Ministries, agencies and JDS Returned Fellows visited in the field survey requested arranging for a more practical training based on an internship at government offices and enterprises during the two-year stay in Japan as a beneficial step. Further endeavors should be made, which are likely to deliver such added value for the purpose of improving JDS Fellows' skills, helping build a human relationship serving as the foundation for a good relationship between both countries and generating differentiation from other scholarship programs. In doing so, instead of merely asking each accepting university to usefully spend special program expenses, it will be necessary to consider introducing a scheme that can be used for activities that will lead to effects after returning to Japan.

Against this backdrop, as described in 2-6-2. Enrichment Program, JDS Mongolia will start an internship program and a training camp, with the participation of Japanese government officials, from the next Phase before any other countries. With these programs, Mongolian Fellows will not only learn the Japanese administration system but also expand a network with Japanese government officials to strengthen the future bilateral relationship.

(8) Importance of Japanese Language

Acquiring knowledge of the Japanese language is helpful to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Mongolia in the future. If the purpose of JDS Project is not only to acquire knowledge in a specialized academic field but 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 teaches Japanese language. As a certain level of Japanese conversation skill is a common feature among JDS Returned Fellows who maintain their connection with Japan after returning to their home country, the effectiveness of acquiring the Japanese language has been confirmed to contribute to strengthening bilateral relations. In light of this situation, for JDS Fellows, there is a plan to organize around 65 hours of Japanese language training in Mongolia and 35 hours for independent study (learning materials will be provided) before they leave for Japan. These efforts will be expected to contribute to improving JDS satisfaction level.

(9) Networking, Establishment of a Follow-up Scheme and Roles of Implementing Agent

① Measures to be taken during the Fellows' stay in Japan for follow-up conducted after they return home

To facilitate continuous follow-up actions and ultimately deliver results in the form of "stronger partnership between Japan and Mongolia," the familiarity with Japan needs to be increased from while JDS Fellows' stay in Japan so that they will be motivated to maintain their relationship with Japan following their return. By implementing measures to maintain and develop the Familiarity with Japan that was increased during their stay in Japan in post-return follow-up, better results can be expected.

② Follow-up measures implemented after the JDS fellows return home

More was expected from JDS diplomatic contributions from the perspective of differentiating JDS from other ODA schemes and it was requested to implement specific activities to strengthen the network with JDS Returned Fellows. As a response, JDS launched the follow-up seminar in FY2022 to maintain and strengthen the relationship with JDS Returned Fellows. In Mongolia, instead of completing the follow-up seminar as an isolated event, it is used to provide an opportunity to strengthen the Fellow network. For example, an alumni general meeting is held at the same time as provision of the follow-up seminar.

In addition, Sub-Program/Component-based meetings, symposiums organized by alumni, and JDS Returned Fellow network seminars (online) will be provided in Mongolia before any other countries from the next Phase. Holding events on a regular basis as described above is expected to contribute to creation of a strong network among JDS Returned Fellows as well as between JDS Returned Fellows and Japan and is also considered to be an effective follow-up method for JDS Fellows after returning home.

Moreover, in order to implement measures to maintain and improve the interest and the network toward Japan that was raised during their stay in Japan, it would be effective to enrich follow-up content collaborating JDS Mongolia Alumni Association (JDSM) with the implementing agency for carrying out sustainable follow-up. Currently, JDSM's activities are centered on social gatherings and other events that focus on strengthening networks among JDS Returned Fellows, but in the future, JICE would like to suggest expanding the scope of activities incorporating the needs of each JDS Returned Fellow including seminars in each specialized field and social contribution activities. It is expected that more and more JDS Returned Fellows will actively participate in the activities by making it meaningful for JDS Returned Fellows.

③ Roles to be performed by the implementing Agent

(a) Role as a mediator

JDS Fellows create a network with various types of Japanese people during their stay in Japan. However, when creating personal relationships, it is not easy to meet the right person, the network is a collection of unconnected dots, and only sporadic effects can be expected. To address these issues, the Agent is expected to work as an intermediary for JDS Fellows, parties involved in Japanese ODA, and Japanese government ministries and agencies. We hope that the Agent match-makes these individuals based on their interests and plays the role of creating an organizational network to produce a better project outcome.

(b) Firm network foundation with JDS fellows

The implementing agent gets involved with the JDS fellows from the time of public announcement for recruitment and selection, regularly contacts the fellows through monitoring,

etc. during their stay in Japan and provides immediate support in the case of emergency. For the JDS Fellows, the implementing agent is like a partner having a firm trust relationship. For this reason, the implementing Agent can understand the information on the quality and other matters of JDS fellows in a detailed and integrated manner.

The role to be played by the implementing agent would be to function as the network foundation with the JDS Fellows who are staying in Japan or have returned home based on their mutual trust relationship. The implementing agent's function for establishing a relationship with the JDS Fellows should be focused on from the viewpoint of follow-up activities.

(c) Network foundation with the Japanese ministries

For those involved in Japanese government ministries or agencies, creating a network with JDS Fellows is important. JDS Fellows who studied and trained in Japan are diplomatic assets of Japan. In the future, they may become diplomatic counterparts or sometimes development partners. For example, a JDS Returned Fellow may be assigned in the future to manage the country's infrastructure and becomes the key person when Japan exports its high-quality infrastructure.

However, it is difficult to take full advantage of the network with JDS Returned Fellows unless both the Japanese government officials and the JDS Fellows have built it. Therefore, it is expected that the implementing agency will have opportunities to actively disseminate information and build networks not only to ODA-related parties but also to other ministries and agencies in Japan. By being utilized by each ministry and agency, JDS will be a human resource development project that will contribute not only to the development of the partner country but also to the development of Japan at the same time, contributing to national interest. This will enable Japan and Mongolia to build a win-win relationship.

④ Follow-up perspective

Follow-up activities are important from the viewpoint of critical mass formation and network construction/continuation, and are essential for maximizing project results that cannot be measured by quantitative indicators.

At present, in many JDS implementing countries such as Mongolia, after JDS Fellows return from Japan, the implementing agent acts as an active hub for the JDS Returned Fellows, supporting the alumni association activities and conducting follow-up activities. The implementing agent has established the "JDS Follow-up Fund" in each country, and provides financial support for the follow-up activities that JDS Returned Fellows are able to plan independently. Considering the importance of follow-up activities in the manifestation of project results, it is desirable that follow-up activities will be standardly incorporated into the JDS Project in addition to the spontaneous action of the implementing agent. As a result, it can be expected that follow-up activities ensuring the scale and quality will be developed.

Based on this background, as mentioned above, internships and joint training camps with Japanese

government officials will be implemented in Mongolia from the next phase. It is desirable to continue considering the creation of such a network-building mechanism.

(10) Effective monitoring

JDS Fellows have various problems related to their research, daily living, family with whom they live in Japan, and so on. To support them in dealing with these problems effectively, the Agent assigns a monitor to each JDS Fellow at each accepting university. Monitors not only provide JDS Fellows with the support specified in 2-6. Monitoring, Guidance and Counseling, , but also take various creative actions when problems occur for JDS Fellows including those from Mongolia.

Note that Agent staff (at branch offices and the head office) have made efforts to solve problems early by implementing measures, both in times of problems and on a regular basis, using the quantitative and qualitative information listed below.

- ✓ Accumulation, analysis, and use of monitoring data (e.g., text mining analysis).
- ✓ Explanation of the importance of monitoring and report writing to monitors.
- ✓ Holding of regular monitor meetings and use of information sharing tools.
- ✓ Creating opportunities for the staff involved in JDS Mongol and monitors to regularly discuss problems unique to Mongol and explore a support method taking into consideration the Mongolian background and the characteristics of Mongolian people.
- ✓ Accumulation and use of information on problem handling (except for emergencies such as natural disasters).

In text mining, the content of monitoring reports created in the past by the Agent has been digitized, the tendency of how JDS Fellows change their views toward their research and living environment as well as their behavior and adaptation over two years of stay in Japan has been analyzed and summarized, and the result has been shared with monitors for their understanding and application of the information. Effective monitoring of JDS Fellows by monitors with the understanding of how JDS Fellows tend to change their way of thinking, behavior, and adaptation during their stay in Japan allows not only solving their problems earlier but also improves their satisfaction. Therefore, the actions described above are essential.

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[Appendix]

1. Member List of the Survey Team
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5. The Number of JDS Fellows to Be Accepted for the Next Four Batches under the JDS Project in Mongolia

LIST OF ABBREVIATIONS

Abbreviation	Description
AAM	Australia Awards Mongolia
ADB	Asian Development Bank
DAAD	Der Deutsche Akademische Austauschdienst
E/N	Exchange of Note
EPA	Economic Partnership Agreement
G/A	Grant Agreement
GDP	Gross Domestic Product
GNI	Gross National Income
IDA	International Development Association
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
JISPA	Japan-IMF Scholarship Program for Asia
JJ/WBGSP	Joint Japan/World Bank Graduate Scholarship Program
JSP	ADB-Japan Scholarship Program
DSP	Development Studies Program
JICE	Japan International Cooperation Center
JUGAMO	Japanese University Graduates Association of Mongolia
KOICA	Korea International Cooperation Agency
M/D	Minutes of Discussions
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
QS	Quacquarelli Symonds
SDGs	Sustainable Development Goals
SNS	Social Networking Services
THE	Times Higher Education
TOEFL	Test of English as a Foreign Language
UNDP	United Nations Development Programme
YLP	Young Leader's Program

[Supplementary Information]

In this report, the system used before the introduction of the New JDS System (a system in which four batches of JDS Fellows from the same target organization are admitted to the same accepting university to study the same field) is called the Old System. Acceptance of four batches of JDS Fellows planned as a result of the FY2008 Preparatory Survey was called the 1st Phase acceptance. The next Preparatory Survey was conducted in the fourth batch of this Phase to carry out the 2nd Phase acceptance, and the same process was repeated for the 3rd and the 4th Phases.

When JDS began to accept JDS Fellows as a part of grant aid by the Ministry of Foreign Affairs in 2000, acceptance plans were formulated annually for each academic field, and JDS Fellows from both the public and private sectors were accepted. In 2008, the new JICA was inaugurated, and some grant aid work commissioned by the Ministry of Foreign Affairs was consolidated. This resulted in JICA becoming the supervisor of JDS project implementation¹². JICA introduced the New System for the JDS Project in 2008, in which it creates a framework for accepting four batches of JDS Fellows in accordance with the Japanese government's assistance policy as well as the target country's development issues and human resource development needs. Target individuals are limited to government officials who are involved in policy making and implementation for these development issues. Since then, the New System has been introduced to one country after another³.

The New System accepts four batches of JDS Fellows from the same target organization to the same accepting university to study the same field. The purpose of introducing such a system is to allow the Japanese government to select and focus on certain development assistance programs through the JDS Project and to allow a Critical Mass of JDS Returned Fellows in their respective government ministries to smoothly apply what they learn in Japan. Note also that, by creating a fixed set of accepting universities for four batches, the New System helps organizations affiliated with the target country's government develop a network with Japanese accepting universities and provides educational as well as research programs that better solve development issues and match the human resource development needs of each target country.

¹ History of JICA 1999-2018 https://www.jica.go.jp/Resource/about/history/ku57pq00002jr4ze-att/list01_01_01_05.pdf, Viewed May 7, 2024

² Website of Ministry of Foreign Affairs of Japan, Key points of the bill of JICA law revision issued November, 2006 https://www.mofa.go.jp/mofaj/gaiko/oda/kaikaku/ugoki/jica_kaisei/point.html, Viewed May 7, 2024

³ Uzbekistan, Laos, Mongolia, and a new participant, Tajikistan, began accepting JDS fellows under the new system from FY2009.

Old system and New system of JDS Project

Old/New system and Phase		Period
Old System		2000-2008
New System	1 st Phase	2009-2012
	2 nd Phase	2013-2016
	3 rd Phase	2017-2020
	4 th Phase	2021-2024
	5 th Phase	2025-2028

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 (hereinafter referred to as “JDS”) is a grant aid project conducted by Japan International Cooperation Agency (hereinafter referred to as “JICA”) 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 “through supporting young administrative officers and others, who are expected to play important roles as core human resource in the future, it will lead to develop human resource for solving development issues of the country and contribute to strengthening the bilateral relationship between the two countries from the perspective of human network.” The project has accepted 6,030 international students from a total of 22 countries since the first intake of international students in FY 2000 up to FY 2023.

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 Ghana in Africa in FY 2012, to Nepal in FY 2016 and to Bhutan, Pakistan, and East Timor in FY 2019. Furthermore, it was expanded to Maldives, Kenya, El Salvador in FY 2021, then, to Senegal where the third African country in FY 2023. At present, the project has 20 target countries. Indonesia left the JDS Project, which was conducted by 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 2012⁴.

⁴ 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).

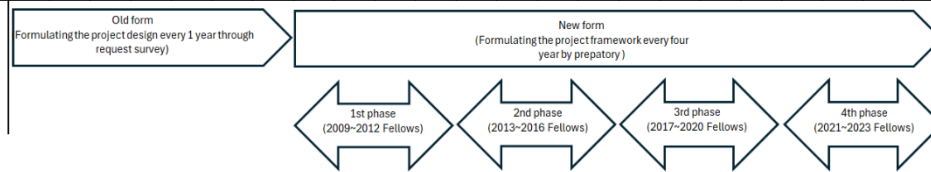
Table 1 Number of JDS Fellows Dispatched (2000-2023)

Year Country	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total	
Uzbekistan	20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	17	17	16	16	19	19	19	418	
Laos	20	20	20	20	20	20	25	25	25	25	20	20	19	20	20	20	20	22	22	22	22	22	22	22	508	
Cambodia	-	20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	24	26	26	26	26	26	26	548	
Viet nam	-	20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	30	62	63	61	63	25	39	827	
Mongolia	-	-	20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	22	22	22	22	16	16	16	416	
Bangladesh	-	-	29	19	20	20	20	20	20	20	15	15	15	15	15	25	30	30	33	33	32	33	33	33	525	
Myanmar	-	-	14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	48	48	48	48	43	0	0	648	
China	-	-	-	42	43	41	43	47	47	48	45	39	35	-	-	-	-	-	-	-	-	-	-	-	430	
Philippines	-	-	-	19	20	20	25	25	25	25	20	20	20	20	20	20	20	20	21	21	21	17	20	20	439	
Indonesia	-	-	-	30	30	30	30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	120	
Kyrgyz	-	-	-	-	-	-	20	20	18	14	14	15	15	15	15	15	15	15	15	19	20	18	20	19	287	
Tajikistan	-	-	-	-	-	-	-	-	-	3	5	5	5	5	5	5	5	8	8	8	13	15	16	15	121	
Sri Lanka	-	-	-	-	-	-	-	-	-	-	15	15	15	15	15	15	15	15	17	17	17	17	17	17	222	
Ghana	-	-	-	-	-	-	-	-	-	-	-	5	5	5	10	10	10	10	10	10	13	13	13	13	117	
Nepal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20	20	20	20	22	21	21	22	166	
Timor-Leste	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8	8	8	7	7	38	
Pakistan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17	16	18	16	17	84	
Bhutan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10	10	9	9	5	43	
Maldives	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6	6	4	16	
Kenya	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10	9	12	31	
El Salvador	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7	7	7	21	
Senegal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5	5
Total	40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	266	281	321	360	367	381	302	318	6,030	

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 a new system as adopted by partner countries subsequently. In this 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, the target of the project is limited to civil servants who are involved in the planning and implementation of policy in development issues. This 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 JDS Returned Fellows 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.

The number of JDS Fellows accepted (master's program) and implementation method definitions in Mongolia are indicated in the figure below.

FY	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total
Batch	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	(※2)
Accepted number	20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	22	22	22	22	16	16	16	(※1)	416



(※1)At present April, 2024, the selection is underway for 2024 JDS Fellows. Thus, the final successful candidates are not yet determined.
(※2)Regarding the above written total number, JDS Doctoral Fellows who came to Japan from 2017 when Ph.D. course has started to 2023.

Figure 1 Number of accepting Mongolian JDS Fellows and implementation method

1-1-2. Current Situation and Issues of the JDS Project

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as the “JDS basic research”), verified the effectiveness and carried out a comparative analysis of JDS in the target countries⁵, and demonstrated the proposal of future project enforcement policies and strategies. In the FY2019 basic research, the degree recipient rate of JDS Fellows in targeted 13 countries was 98.7%, and the civil servants’ incumbent rate was still high at about 80%. In the questionnaire for Returned Fellows, it showed that the pro-Japanese feelings were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in 9 out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the active cases of competition with other donors, such as Australia, South Korea and China, the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding.

⁵ The FY2014 basic research was conducted in 11 countries except Ghana, which was excluded because its first JDS students had only just returned to the country. The FY2019 basic research was conducted in 13 countries. East Timor, Pakistan and Bhutan were excluded because they did not have any graduated students.

Table 2 Recommendations from JICA Basic Research

Recommendation	Specific measure	
Target clarification	Role allocation with other JICA scholarship programs	
Selection strategy	Setting special selection capacity	
Increasing Additional Value ↓ Branding	Basic project framework	Setting 1-year course Expansion of target candidates to the middle-aged group (reduced age requirements)
	Pre-arrival program	3-month Japanese language training
	Program during study in Japan	Formation of a network with Japanese ministries and local governments Implementation of internships in government agencies, NGOs, companies, etc. Service and ceremony (VIP visit on arrival in Japan, etc.)
	Activities after returning to home country	Strengthening follow-up activities (support for alumni association networks and research activities after returning to home country, etc.) Sharing and disseminating Returned Fellows lists to Japan-related institutions
	Improving and strengthening public relations and promotion methods	Redesigning brochures Introducing web applications

In addition, for countries where JDS is being conducted, the number of development issues which require donors to deal with them is likely to decrease as the project continues. Therefore, JDS sets three stages of development; 1. response to development issues, 2. response to development issues and Japan's national interest, and 3. Japan's national interest. It was suggested that the focus of the target institution and the human resources should be shifted according to each stage.

Furthermore, the Japanese government has proposed a policy to strengthen bilateral relationships through the JDS Project. In response to this, in 2021, JICA proposed plans to motivate candidates to contribute to strengthening of bilateral relationships and to add items to the candidate screening criteria. More specifically, JICA would (1) ask local Japanese embassy staff or JDS Returned Fellows to talk about the importance of a bilateral relationship at occasions where JDS Fellows (including candidates) gather such as an Explanatory Meeting, pre-departure send-off party, Report Meeting, and regular alumni activities and (2) add questions about a candidate's contribution to the bilateral relationship between their country and Japan to both the application form and the screening criteria and ask for answers.

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 3.45 million. About half of them live in

Ulaanbaatar, the capital, and populations of Erdenet, the second largest city, are less than 110 thousand and Darkhan, the third largest city, are less than 90 thousand, 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 1.69 million in 2023⁶.

The annual average temperature is 0.2 degree and the daily average temperature is below zero for more than six months from October to April; sometimes it drops to 54 degrees below zero⁷. 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 stay in the countryside in short summer, it is quiet in Ulaanbaatar from July to August. Therefore, the recruitment of JDS program opens every September.

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 Union⁸, the function of the city has not caught up with the growing population and traffic jams during morning and evening commuting 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 formed⁹.

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 enterprises¹⁰. 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 eight general elections until now except the eight general elections in 2020. At the 2016 general election, a new Election Law was adopted by consolidating various laws under which elections had been held (e.g. Presidential Election Law, Law of Mongolia on Parliament (State Great Hural) of Mongolia Election, Capital City and Province Assembly Election Law). The Constitutional Court ruled that the proportional representation system adopted at the time of general election of 2012 was unlawful and the ruling lead to a major electoral system reform that replaced a combination of multiple-member districts and a large-bloc proportional representation with single-member districts. At the general election, votes were cast and counted and the opposition Mongolian People's Party achieved a landslide

⁶ National Statistical Office of Mongolia, https://nso.mn/mn/statistic/statcate/573051/table-view/DT_NSO_0300_034V1

⁷ National Agency for Meteorology and Cartography of Mongolia <http://tsag-agaar.gov.mn/>

⁸ "Rapid Urbanization of Ulaanbaatar and the Yurt Areas Redevelopment Project" by Shoko Ishii ("Grassland and Cities: Changing Mongolia"), 2015, Fubaisha, Inc

⁹ 60% of inhabitants in Ulaanbaatar live in the yurt areas. (Refer to " Process of migrate to Ulaanbaatar and settle in Ger area ", 2018 by Yuko Matsumiya)

¹⁰ "Final Report on Information Gathering and Confirmation Survey about Engineering Higher Education in Mongolia" by JICA, 2013

victory, winning 65 out of 76 seats, and became the dominant party in the country. In the 2020 elections, a medium-sized constituency system was adopted, with a total of 29 constituencies established, and the government party won consecutive victories for the first time since democratization¹¹. The next general election is scheduled to be held in June 2024. The Constitution has been amended to increase the number of Diet seats from 76 to 126 and to adopt a mixed system of majority representation (electoral districts) and proportional representation, effective from this election.¹²

The Gross National Income (GNI) per person in Mongolia was 4,260 U.S. dollars¹³, and it is designated by the World Bank as constituting a lower-middle income country. The major industries of Mongolia are mining, livestock farming, distribution industry, and light industry, and mineral resources (e.g., coal and copper concentrates), jewelries, precious metals, and livestock products are mainly exported to China (91.2%). Imports largely depend upon China (40.5%) and Russia (25.8%), and major trade items are fuel, cars, cars' parts, machinery equipment, electronic appliances, etc¹⁴.

Following the second half of 1990s, except for the period of financial crisis during the period from 2008 through 2009, in general, Mongolia has implemented economic development steadily based on a market-based economy and mineral resource development. However, due to the establishment of restrictive investment policies and related laws in Mongolia against a backdrop of Mongolian nationalism concerning natural resources, foreign investment in Mongolia decreased sharply. Because of the economic slowdown in China and impact of worldwide cheap prices of resources, the rate of economic growth dropped during the period of 2015 through 2017 again. After that, GDP in 2017 recovered to 5.3%. Although the economy has continued to grow steadily since 2018, the new coronavirus infection has had a major impact on the Mongolian economy, and the real GDP growth rate in 2020 has fallen to -5.3%. On the other hand, in 2021, economic activity gradually recovered despite the coronavirus pandemic, and the exports of coal, copper, etc. increased, so the real GDP growth rate in 2023 was 7.0% compared to the previous year, and the nominal GDP increased by 27.9%, exceeding pre-coronavirus levels^{15,16}. Despite such recovery, the economic structure still depends upon mineral resources and is easily influenced by and susceptible to international price trends. In order for Mongolia to sustain its economic growth in the future, it is important to enhance macroeconomic management, such as financial management and strengthening of the financial system¹⁷. Concerns about fluctuations in resource prices and the impact of confusion caused by restrictions on foreign investment made the Mongolian Tugrik drop significantly against the American dollar. Furthermore, during the coronavirus pandemic, rising international balance-of-payment deficits and declining foreign

¹¹ Ministry of Foreign Affairs, Japan, <https://www.mofa.go.jp/mofaj/area/mongolia/data.html>

¹² JETRO <https://www.jetro.go.jp/biznews/2023/06/5f5faae959ff6016.html>

¹³ World Bank, <https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=MNt>

¹⁴ JETRO, https://www.jetro.go.jp/ext_images/_Reports/01/07120af2c445e953/20230044.pdf

¹⁵ Ministry of Foreign Affairs, Japan, <https://www.mofa.go.jp/mofaj/area/mongolia/data.html>

¹⁶ JETRO, https://www.jetro.go.jp/ext_images/_Reports/01/07120af2c445e953/20230044.pdf

¹⁷ Ministry of Foreign Affairs, Japan <https://www.mofa.go.jp/mofaj/gaiko/oda/files/000072254.pdf>

exchange reserves resulted in rapid devaluation of the Mongolian tughrík and continued inflation. Although the currency value stabilized temporarily after the Mongolian government enforced the COVID-19 Special Measures Act in June 2020, it quickly fell again in the first half of 2022. It has been pointed out that one of the factors for the tughrík devaluation is a foreign currency shortage¹⁸. Since economic sanctions were imposed against Russia, Russian individuals and companies took US dollars out the country. In 2023, the Mongolian current account balance recorded a surplus for the first time in the 16 years since 2007. Its major contributor was the trade surplus from coal exports to China. The balance-of-payments surplus led to an increase of foreign currency reserves, and the tughrík has become somewhat stronger again¹⁹. Although the percentage of non-performing loans among the outstanding loans has recovered to the pre-pandemic level, it has been increasing in the mining field due to China closing its border as part of its pandemic measures²⁰. In consideration of the impact from the situation of neighbouring countries, improvement and strengthening of the financial market is an urgent task.

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 99%²¹ as of 2020. 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 enterprises²².

Mongolia's education system was changed in 2008 from an 11-year 5-4-2 system to a 12-year 5-4-3 system based on the international model. Primary and secondary education system still generally consists of integrated education of primary, lower secondary, and upper secondary schools, which is modeled on the former Soviet education system. In higher education, undergraduate programs last four to five years whereas master's programs last one to two years

¹⁸ JETRO, <https://www.jetro.go.jp/biznews/2022/04/583ebd5b0497c7cb.html>

¹⁹ JETRO, <https://www.jetro.go.jp/biznews/2024/02/56f111c7ad1d052c.html>

²⁰ Bank of Mongolia, 2022 оны эдийн засгийн тойм, 2023-2024 оны төлөв байдал.pdf (mongolbank.mn)

²¹ World Bank

²² "Final Report on Information Gathering and Confirmation Survey about Engineering Higher Education in Mongolia" by JICA, 2013

and doctoral program last three to four years (six years for medicine). As of December 2023, there are 16 national universities and 45 private universities²³.

In 2023, 31,908 people graduated from high school, of which 26,316 people, about 80% (9,767 men (37.1%) and 16,549 women (62.9%)) will go on to university. This is a significant increase from the previous year, when about 60% of students went on to university after graduating from high school.

As for the gender-segregated school attendance rate, the school attendance rate of male students is 54% while that of female students is 75%, and in secondary education, the school attendance rate of male students is 100% while that of female students is 101%²⁴. 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”²⁵.

Improvement in the quality of education has not caught up with the significant increase of the enrollment rate in higher education. For example, the number of students per teacher at university in Mongolia has increased from 23.6 people in 2018 to 28.1 people in 2022. 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 12.5%.

The government expenditure on education as a percentage of its GDP has increased from 6.1% in 2012 to 7.7% in 2018. 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 2008²⁶. Even after 2010, the government budget on education remains comparatively high, around 13 to 17%, although it had a small increase or decrease year by year²⁷.

²³ Ministry of Education and Science, Annually Report (2022)

https://cdn.greensoft.mn/uploads/users/2649/files/Statistics/Education_and_Science_Yearbook_2023.pdf

²⁴ Includes students other than the applicable age due to early or late enrollment or a repeat year, etc.

Ministry of Education, Culture, Sports, Science and Technology, Japan

https://www.mext.go.jp/component/b_menu/other/_icsFiles/afieldfile/2018/06/22/1396848_018.pdf

²⁵ “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

²⁶ “Higher Education Reform Project Financial Analysis” by ADB, 2011

²⁷ National Statistical Office of Mongolia; <http://www.1212.mn/statHtml/statHtml.do#>

1-1-4. Mongolia's Development Plan

On April 10, 2020, the Chief of the Cabinet Secretariat said in a Parliament session which marked the 30th anniversary of the transition to a democratic system, “Mongolia is below the world average in many areas of development, including human development, economic competitiveness, business environment, and corruption. Welfare policies aimed at reducing poverty have not achieved sufficient results and the vulnerability of the middle class, which is the driving force of society, is creating inequality and undermining the core values of democracy.” Thus, in the same month, the long-term development policy “Vision 2050” was submitted by the Cabinet, and it was approved and implemented in May. Mongolia aims that by 2050 Mongolia shall become a leading Asian country in terms of its social development, economic growth and its citizens’ quality of life. Under this long-term development policy, medium-term and short-term plans have been formulated as seen in Figure 2. Note also that there are 50 goals set in place under the nine development goals listed in Table 3. These plans are implemented in three stages: 2020-2030, 2031-2040, and 2041-2050. When this policy was formulated, the Constitution was revised in 2019 and the development policy was enshrined in it. Also relevant laws were revised in 2020. Those revise ensure the policy conference between the Constitution and relevant laws and “it is legally guaranteed the maintenance of the long-term development policy system regardless of elections or a change in political administrations²⁸”. Since the national policy of Mongolia has repeatedly been impacted by shifts in political power, it is expected that, under the revised law, formulation of the long-term development policy will allow stable policy implementation and human resource development.



Figure 2 Long-term Development Policy of Mongolia “Vision 2050”²⁹

²⁸ Research Institute of Economy, Trade and Industry, “Vision 2050 and Expectation for Japan” lecture by the Former Chief of the Agency of National Development Agency of Mongolia https://www.rieti.go.jp/jp/events/bbl/21040701_bayarsaikhan.pdf

²⁹ Research Institute of Economy, Trade and Industry, “Vision 2050 and Expectation for Japan” lecture by the Former

Table 3 Long-term Development Policy of Mongolia “Vision 2050”

	Fundamental Goals	Contents
1	Shared National Values	Becoming a nation with deep sense of shared national values
2	Human Development	Raising Mongolia's Human Development Index to 0.9 and making the world's top-10 countries in terms of Happiness Index
3	Quality of life and the middle class	Bringing 80 percent of the total population to middle class by 2050
4	Economy	Increasing GDP by 6.1 times, GDP per capital by 3.6 times, reaching 15,000 USD, and exceeding the threshold of the world's developed countries
5	Good governance	Establishing a sustainable governance, full human rights, a fair system and eradicating corruption
6	Green growth strategy	Promoting green growth and ensuring environmental sustainability
7	Peaceful and secure society	Creating a favorable external and internal environment to protect the core national interests
8	Regional and Local Development	Developing regions within the country that are integrated into the regional economy with competitiveness and a stable settlement system
9	Ulaanbaatar and satellite cities	Developing into a livable, environmentally friendly and human-centered city

In addition to this policy, the Cabinet passed its New Recovery Policy in 2021. It focuses on the following six tasks listed in the table below to remove negative social and economic impacts, overcome hardships, and solve problems that hinder the medium- and long-term development of Mongolia.

Table 4 Six tasks of the New Recovery Policy³⁰

Task	Description
Border checkpoint recovery	By developing physical and conceptual infrastructure of border checkpoints, the country will enhance its passenger and cargo processing capability and strengthen transport and logistics competitiveness by connecting border checkpoints with roads and railroads.
Industrial recovery	The country aims to enhance added value of export products by developing mineral resource and leather processing facilities, increase agricultural and livestock farming production, and promote ICT/digital industrialization.
Central and rural area recovery	In order to solve traffic congestion problems in Ulaanbaatar, the country plans to improve the public transportation systems and develop satellite cities and special economic zones.
Green development recovery	The country plans to improve the pasture environment by removing pollutants and building waste treatment facilities.
Public service efficiency recovery	By respecting human rights and fairness and by eliminating corruption, the country aims to establish better governance.
Green growth strategy	The country plans to create a business environment through development of laws and digitalization of administrative procedures, promote public-private collaboration, and eliminate corruption.

1-2. Background and Overview of the Grant Aid

As mentioned earlier, Mongolia achieved strong economic growth through the development of mineral resources in recent years. However, in 2011, its economic growth rate exceeded 17%, but in 2017, it fell to 5.3%. After declining significantly to -4.6% in 2020 due to the global spread of the COVID-19, it recovered to 7% compared to the previous year in 2023, although it has been affected by Russia's invasion of Ukraine³¹.

The New Recovery Policy said it's possible to maintain an average economic growth rate of 6% over 10 years³². On the other hand, there are predictions that the economic growth rate in 2024 will decline^{33,34} because the economic growth rate in 2023 is high due to the increase in coal exports in the same year. Its economy is vulnerable as it is significantly affected by fluctuations of resource prices and the economic conditions of neighboring China and Russia. Further, Mongolia is a country with a small population of around 3.45 million. The Mongolian government has implemented a "small government" policy since its democratization in the 1990s. As a result, government departments and ministries and agencies have overall staff shortages and there are not enough personnel who have the expertise to deal with the above-mentioned issues. To achieve

³⁰ JICA, <https://www.jica.go.jp/Resource/mongolia/ku57pq00000468xj-att/jcap.pdf>

³¹ JETRO, <https://www.jetro.go.jp/world/reports/2024/01/07120af2c445e953.html>

³² New Recovery Policy, <https://nrpa.gov.mn/en/new-recovery-policy>

³³ In "ASIAN DEVELOPMENT OUTLOOK" issued by ADB, the expected economic growth rate in 2024 in Mongolia is 4.1%.

<https://www.adb.org/sites/default/files/publication/957856/asian-development-outlook-april-2024.pdf>

³⁴ In "WORLD ECONOMIC OUTLOOK" published by IMF, the expected economic growth rates in Mongolia are 6.5% in 2024, 6.0% in 2025 and 5.2% in 2026.

the diversification of the industrial structure, job creation, legal reforms, energy policy and sustainable economic growth, it is imperative for the Mongolian government to develop and train civil servants who are equipped to formulate and develop measures to address the country's development issues.

Surrounded by China and Russia, Mongolia is in a geopolitically important location. Its growth as a democratic nation is beneficial to peace and stability in the northeast Asia region, which significantly affect Japan's national security and economic prosperity. The execution by Mongolia of its very first economic partnership agreement (EPA) with Japan in February 2015 gave an opportunity to further strengthen the economic relationship between the two countries. Moreover, the "Japan-Mongolia Mid-term Action Plan for a Strategic Partnership (2017 through 2021)" was signed in 2017, which marked the 45th anniversary of the establishment of diplomatic relations between Japan and Mongolia. Both countries agreed to seek to build a truly reciprocal strategic partnership by providing cooperation in the international area as well as proactively building up mutual cooperation in a wide range of areas, including politics and national security, economy, cultural exchanges and people-to-people interactions, as well as human resources development. It is hoped that the bilateral relations will continue to be enhanced. Furthermore, 2022 marked the 50th anniversary of Japan-Mongolia diplomatic relations. On November 29, the 'Joint Statement on the Establishment of a Special Strategic Partnership for Peace and Prosperity between Japan and Mongolia' was announced at the Japan-Mongolia summit. Further strengthening of this bilateral relationship is expected.

Based on this background, Mongolian government has recently made a request to the Japanese government to accept international students for four terms starting in 2024 considering the importance of the JDS project, which has been implemented since 2002. This project is expected to contribute to strengthening administrative organizations, resolving development issues, and strengthening bilateral relations through the development of human resources such as administrative officials.

1-3. Civil Service System and the situation of developing human resource in Mongolia

(1) Administration system and government officers³⁵

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 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

³⁵ Source: Naranbayar, P, "Mongolia's Public Servant Personnel System" (Excerpt from "Public Servant Personnel System in East Asia" 2013)

regime was urgently needed.

The framework of the civil service in Mongolia was established under the Law of Mongolia on the Civil Service (hereinafter referred to as “Civil Service Law”) in 1994. The Civil Service Law sets out fundamental aspects of the civil service, such as civil servants’ classification, recruitment, authority, ranks, benefits, performance appraisals, and disciplinary sanctions, and the establishment of the Civil Service Council. The Civil Service Council was established under the Civil Service Law in 1995 as a body independent from the Cabinet. The Civil Service Council, which is equivalent to Japan’s National Personnel Authority, is responsible for conducting entry examinations for core civil servants, establishing and managing human resources management standards, carrying out overall liaison with government ministries and agencies, giving recommendations on the improvement of salary and other working conditions and human resources administration, protecting the interests of civil servants, and organizing training programs, among others.

In 2002, the Public Sector Management and Finance Law was enacted. This law established the fundamental status of public administration such as a performance-based budget formulation and execution system, performance appraisals, and performance contracting in the public sector. Under the Public Sector Management and Finance Law, major amendments were made to the Civil Service Law, strengthening the powers of the Civil Service Council to manage human resources, and increasing the importance of performance management.

Revision of the Law of Mongolia on the Civil Service

In January 2019, Law of Mongolia on Civil Service (revision) (hereinafter referred to as “new Civil Service Law”) was entered into force. Under the new Civil Service Law, the Civil Service Council remains an independent body and plays a supervising role to ensure that the personnel procedures relating to recruitment, transfers, promotions and dismissals of core civil servants comply with the law and principle of meritocracy.

The new Civil Service Law has introduced some new elements such as the standardization of the civil service, requirements for mandatory training for candidates for senior executive positions, package training towards professionalization, on-the-job training, entry examination reform, and the establishment of a public oversight council³⁶. Especially, the principle of a career-oriented and not politically-motivated civil service job appointment system was introduced, with requirements of minimum years of service for promotion to all senior executive positions, including state secretaries of ministries. Moreover, it has been newly determined that the Cabinet Secretariat will plan and implement training for improvement of knowledge and techniques of civil servants together with the Civil Service Council.

Furthermore, during the period in which core civil servants study abroad in developed countries

³⁶ UNDP “Towards a Professional and Citizen-centered Civil Service in Mongolia” Project documents, 2018

up to a ceiling of two years, employment of temporary workers has been permitted. In addition, Civil servants who received training at state-owned assets or foreign/international organizations are required to serve in the public service for at least 2.5 years. In Mongolia, there are many cases in which JDS Returned Fellows are unable to return to work as civil servants after returning to their countries, or even if they are reinstated, they change jobs to private companies. Therefore, the current rate of core civil servants of JDS Returned Fellows is low, which is tackling issue, however, it has been greatly improved thanks to the above mentioned obligation.

Classification of government officials

According to the Civil Service Law, civil servants are divided into four classes: political, administrative, special, and support service government official. It also defines government officials who are engaged in these services (see Table 5). 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. Senior officials such as state secretaries and head of department are also administrative positions and the new Civil Service Law enacted in 2019 also clearly stipulates that political appointments will not be made for persons below the vice-ministerial level. However, in reality, political influence reaches down to the position of head of division. Moreover, even after the general election held in 2020, there were changes up to head of division-level positions. It is remarkable to see whether transfers will be made in accordance with the new public servant law during the general election to be held in 2024. Special government officials are those who engage in social security and maintenance of public order, such as diplomatic official, 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. The classification of these civil servants is also stipulated in the new Civil Service Law.

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 of Mongolia on the Civil Service.

Table 5 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	Diplomat, judges, military service officers, and police officers, etc.
Support service position	Performs support services of the nation	Doctors, teachers, etc.

The total number of civil servants in Mongolia as of December 2023 is 226,496. The number of those in public administration positions is 21,639, who account for around 10% of all civil servants. Among all civil servants, 21,369 public administration officials work at government ministries and agencies and their subordinate departments³⁷. According to statistics of the Civil Service Council, civil servants account for as high as 17.1% of all workforce of Mongolia, but if only administrative positions and special government official targeted by JDS project are taken into consideration, the proportion decreases to 1.7%, putting Mongolia lower than Japan, one of the lowest ranked OECD countries³⁸. Given Mongolia’s small population and limited financial resources that support its bureaucracy, the country’s public administration organizations have to be proportionately small-scale after all.

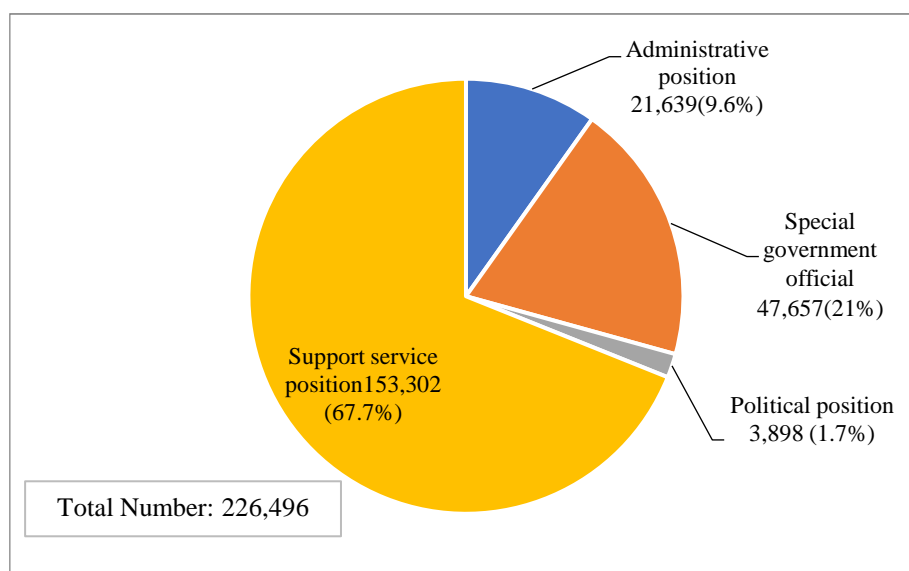


Figure 3 Total number of Civil Servants in Mongolia (By categories)

Looking at the group targeted by the JDS Project through statistics in 2023 by the Civil Service Council, the percentage of young civil servants aged 25 through 45 who are the main target of

³⁷ Монгол Улсын Төрийн албаны зөвлөлийн 2023 оны үйл ажиллагааны тайлан (parliament.mn)

³⁸ OECD data (2021) shows that Japan’s government employees represent 4.5% of all employees in the country. This proportion is among the lowest in the OECD nations. (OECD nations’ average is 18.6%)

master’s programs and doctoral programs accounts for 62% of the total. Moreover, the percentage of civil servants with bachelor’s degrees or higher accounted for a total of 77.2% of civil servants. However, many of them have acquired bachelor’s degrees (48.7% in all civil servants), 28.1% have master’s degrees, and those who have undertaken doctoral programs account for merely 0.4%. Therefore, the needs for master’s and doctoral degrees are still high³⁹.

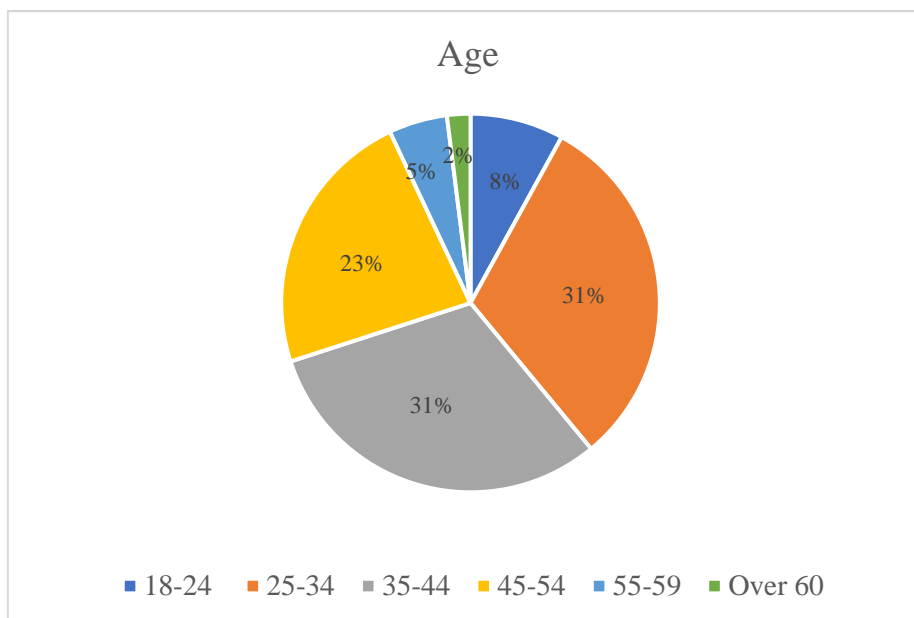


Figure 4 Age structure of Civil Servants in Mongolia (2023)

Table 6 Number of Civil Servants by academic degree (2023)

Academic level	Number of civil servants	Rate
Ph.D.	988	0.4%
Master	63,731	28.1%
Bachelor	110,411	48.7%
Technical College	2,850	1.3%
Specialized Training College	15,000	6.6%
Upper Secondary School	24,466	10.8%
Others	9,050	4.0%

Under the new Civil Service Law, public administration positions are classified into five categories. The Law stipulates that these positions are to be approved by the government based on a proposal of the Civil Service Council. Each public administration positions have ranks of first, second, third, and fourth levels. The rank of Senior Principal Officer is awarded by the President of Mongolia; the rank of Principal Officer, by the Prime Minister of Mongolia; and the rank of other officers, by ministers. The Law specifically provides that when awarding ranks of

³⁹ Монгол Улсын Төрийн албаны зөвлөлийн 2023 оны үйл ажиллагааны тайлан (parliament.mn)

public administration positions, years of service, performance, qualifications, etc. must be taken into full consideration.

Table 7 Classification of Administrative Positions

Classification	Position
Senior Principal Officer	State Secretary of ministries, or other similar positions
Principal Officer	Heads of Department and Heads of Division, or other similar positions
Senior Officer	Heads of Unit or other similar positions
Associate Officer	Senior specialists and specialists, or other similar positions
Assistant Officer	Administrative officers of ministry, or other similar positions

Recruitment

Civil Service Council administers qualifying examinations for core government officials. The Law of Mongolia on Civil Service grants Civil Service Council the authority to invalidate any recruitment of government officials who have not passed the government official qualifying examination. In 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, the civil service examination is held twice a year. Normally, after Civil Service Council receives the requests from ministries, agencies, and local 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. The nature of the examination has been revised in accordance with the new Civil Service Law. It has been determined that three types of examinations (90 points in total) ((i) general education examination (60 points); (ii) technical proficiency examination (15 points); and (iii) interview (15 points)) would be used for screening. In addition, referring to the academic background, 10 points will be given as maximum. Through the general education examination, basic knowledge about government policy, Law, environmental studies, social studies and humanities, etc. will be examined. Through the interview examination, the ability for computer skills, the knowledge for relevant civil servant law and the definition. Moreover, as for the academic background, those who have bachelor holders (2~4 points) and Ph.D. holders (6~10 points) will be given.

Among those who have passed 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 three 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 ministry⁴⁰.

It is specified in the Law on Civil Service that promotion of government officials is based on their length of service, performance, and competence before the new law on Civil Service enacted. 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 Civil Service, after a general election every four years, wide-ranging personnel changes are made from state secretaries to heads of division.

On the other hand, the amended new Civil Service Law of 2019 specifies the following years of service as specific requirement for promotion and it was confirmed that the performance of qualified employees is currently evaluated properly through interview at each ministry. Some JDS Returned Fellows are working as Principal Officers, and they are expected to be promoted to the Senior Principal Officer level in the future.

Table 8 Specific Promotion Requirements for Public Administration Positions

Classification	Specific requirements
Senior Principal Officer	At least 12 years of employment in the civil service, of which at least 6 years served in position(s) of Principal Officer. Must have attended and completed package professionalization training.
Principal Officer	At least 8 years of employment in the civil service, of which at least 4 years served in position(s) of Senior Officer. Must have attended and completed package professionalization training.
Senior Officer	At least 6 years of employment in the civil service, of which at least 3 years served in position(s) of Associate Officer. Must have attended and completed package professionalization training.

There is a specific chapter in the new Civil Service Law that relates to work performance of civil servants. Under the Law, each organization is required to develop a four-year strategic plan and an annual performance plan in line with the government's action plan while civil servants are required to formulate their respective annual performance plans based on their organization's plans. Decisions on promotion, salary, ranks, the provision of training opportunities, demotion, and accountability measures must be based on the appraisal results of each civil servant's annual

⁴⁰ In the Ministry of Foreign Affairs, there are personnel changes within the Ministry every four years, as staff members dispatched to diplomatic missions abroad are transferred every four years.

performance plan. It is hoped that, in the future, decisions to promote civil servants will be made based on their performance appraisals.

In addition, through interviews at target organizations, it was confirmed from multiple institutions that obtaining a master's degree is a necessary requirement and lead to an advantage for promotion. The interview results are as shown in table 9.

Table 9 Affection between obtaining master degree and promotion

Ministry of Economy and Development	Master's degree: Acquisition is related to promotion
Ministry of Foreign Affairs	Master's degree: According to the Foreign Relations Service Act, acquisition is required for counselors and higher.
Ministry of Finance	Master's degree : Acquisition is not mandatory, but there are benefits for the acquire.
Ministry of Education and Science	Master's degree : Over Head of division level and university professors are required to obtain. Doctoral : Head of department at higher education, Head of department in Science, university president are required to obtain.
Ministry of Mining and Heavy Industry	Master's degree : Advantage for promotion
Ministry of Energy	Master's degree : Obtaining it in developed country is an advantage for promotion.
National Emergency Management Agency	Master's degree : Acquisition is required for over Head of department level
Central department of Taxation	Master's degree : Advantage for promotion in the long run.
Judicial General Council of Mongolia	Master's degree : High court judge research assistant, Head of department at counselor secretariat and Head of secretariat are required to obtain.
National Statistical Office	Master's degree : Evaluated for over Director of division level for promotion. The acquisition is required for secretariat director of department.
Development Bank of Mongolia	Master's degree : Advantage for promotion

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 10.

Table 10 Outline of Gender equality protection law

	Positions	Ratio of one sex
Political Appointee positions (ministers, etc)	Government, 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 center 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 data published by the Civil Service Council as of December 2023⁴¹, women occupy around 23.1% of political appointment positions, 66.2% of public administration positions, 27.4% of special state service positions, and 75.6% of public service positions. Many researchers have mentioned that Mongolia is historically a society with prominent women's empowerment, as compared to other East Asian countries on which Confucianism has had a significant influence. One of the factors behind Mongolian women's empowerment is said to be the fact that measures taken by the government in the communist era to support women's advancement in society has made it commonplace for Mongolian women to be in workforce.

In the Global Gender Gap Index⁴² in 2023, Mongolia ranked 80th among 146 countries (Japan ranked 125th), but its ranking in the political empowerment category of the Index was lower at 121st (Japan ranked 138th). However, 62.5% of up to 2022 batches of JDS Fellows to Japan were women and 44% of them were heads of units or above in their organizations. The JDS Project in Mongolia is thought to contribute to increasing the proportion of women holding key positions.

Administrative organization

As shown in Table 11, Mongolia's central administration organization consists of 16 ministries and 38 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 regulatory agencies, which enforce laws and standards, and another is called government implementing agencies, which implement policies.

Transfer between central ministry and local agencies

The present survey confirmed that central government agencies were beginning to transfer their authority to agencies and local governments under them to avoid concentration of the population in Ulaanbaatar, and that government officials who changed their jobs from a central ministry or

⁴¹ Монгол Улсын Төрийн албаны зөвлөлийн 2023 оны үйл ажиллагааны тайлан (parliament.mn)

⁴² World Economic Forum, https://www3.weforum.org/docs/WEF_GGGR_2023.pdf

agency to a local government received preferential treatment such as housing loan reductions and special bonuses. Meanwhile, the General Department of Taxation and the General Council of the Courts both have many affiliated organizations and local organizations, and the present survey confirmed that there were cases where individuals were transferred to a central government ministry or agency after working at such an affiliated organization or local organization while they were young.

Table 11 National Government Organizations in Mongolia⁴³

Ministries	Ministerial Posts	Government regulatory agencies	Government implementing agencies
	Prime Minister of Mongolia	General Intelligence Agency of Mongolia State Special Protection Agency	Government Agency for Policy Coordination on State Property
	Deputy Prime Minister	National Emergency Management Agency Authority for Fair Competition and Consumer Protection of Mongolia Mongolian Agency for Standardization and Metrology (MASM)	Public Procurement System of Mongolia
Cabinet Secretariat of Government	Minister of Mongolia and Chief Cabinet Secretary	-	-
	Minister of Mongolia and State Committee for Port Revitalization	-	-
	Minister of Mongolia and Committee on Reducing Traffic Congestion in UB city	-	-
	Minister of Mongolia and Committee of Olympic, Physical Training, Sports	Physical Exercise, Sports Agency	-
Ministry of Economy and Development	Minister of Economy and Development	-	Investment and Trade Authority
Ministry of Foreign Affairs	Minister of Foreign Affairs	-	-
Ministry of Finance	Minister of Finance	-	Customs General Administration General Department of Taxation
Ministry of Justice and Internal Affairs	Minister of Justice and Internal Affairs	National Police	General Authority for State Registration
		General Authority for Border Protection	General Authority for Archives General Executive Agency of Court Decision Immigration Agency Intellectual Property Office National Forensic Agency
Ministry of Environment and Tourism	Minister of Environment and Tourism	-	National Agency for Metrology and Environmental Monitoring Waterworks Agency Forest Department
Ministry of Defense	Minister of Defense	General Staff of Mongolian Armed Forces	
Ministry of Construction and Urban Development	Minister of Construction and Urban Development	-	Agency for Land Administration and Management, Geodesy and Cartography
Ministry of Education and Science	Minister of Education and Science	-	General Authority for Education
Ministry of Road and Transportation Development	Minister of Road and Transportation Development	-	The Civil Aviation Authority
Ministry of Culture	Minister of Culture	-	Culture and Arts Administration
Ministry of Mining and Heavy Industry	Minister of Mining and Heavy Industry		Mineral Resources and Petroleum Authority
			National Geological Survey Department
Ministry of Labour and Social Protection	Minister of Labour and Social Protection		General Authority for Social Insurance
			General Office of Labour and Social Welfare Service General Authority for Development of Persons with Disabilities Authority for Family, Child and Youth Development Department
Ministry of Food, Agriculture and Light Industry	Minister of Food, Agriculture and Light Industry		General Veterinary Agency
			Small and Medium Enterprises Agency
Ministry of Digital Development and Communications	Minister of Digital Development and Communications	-	Government Electronic Services Regulatory Authority
Ministry of Energy	Minister of Energy	-	
Ministry of Health	Minister of Health	-	Health Insurance Agency Pharmaceutical and Medical Device Management and Coordination Agency
Cabinet Secretariat of Government + 16 Ministries	22 Posts	9 agencies	29 agencies
		38 agencies	

Issues

One of the administrative reform-related issues is that a succession of hasty administrative reform

⁴³ Embassy of Japan in Mongolia, https://www.mn.emb-japan.go.jp/itpr_ja/seikei_kokkadata.html

measures has 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 12 summarizes the organizational changes in ministries and agencies from 1992 to 2023. Since 2004, only Ministry of Defense has not been affected by reform or abolition.

Table 12 Transition of reshuffle of government ministries in Mongolia

Year	Number of Ministries	Administration Party	
1992	13	People’s Revolutionary Party	
1996	9	Coalition government	
2000	11	People’s Revolutionary Party	
2004	13	Coalition government	
2008	11	Coalition government	
2012	16	Coalition of Democratic Party, People’s Revolutionary Party,	
2014	10月		13
2014	12月		15
2016	13	People’s Party	
2020	13		
2022	16		

(2) Human resources development system

The new Civil Service Law specifically provides for package professionalization training and requires training for each category of positions to be implemented. Attendance and completion of package professionalization training is part of the specific requirements for promotion. The Law also stipulates that package professionalization training must be approved by the Civil Service Council and the Mongolian government and implemented by the National Academy of Governance (NAG).

Professionalization training is also supported by a project which has been implemented by United Nations Development Program (UNDP) since 2018. Modules and curriculum of training for executive positions are developed by the Civil Service Council and the NAG. A training proposal is to be submitted to the Mongolian government after evaluating training needs, conducting comparison surveys of other countries’ civil servant training, and carrying out expert reviews and tests. Package professionalization training equips participants with specialist knowledge as well as competence in their respective fields and covers gender equality, anti-harassment, misuse of authority in the workplace, and ethics and conflict of interest rules. A program to support the

career advancement of female civil servant leaders was launched in 2020⁴⁴.

In March 2019, the Cabinet Secretariat of Mongolia and the Ministry of Personnel Management of the Republic of Korea signed a Memorandum of Understanding to provide support for policy planning and implementation in the field of civil service human resources management in Mongolia. Korea also indicated its willingness to collaborate with the UNDP project⁴⁵.

1-4. Trends of the Japan's ODA to Mongolia

1-4-1. Overview

Japan established its diplomatic relations with Mongolia in 1972 and built a Gobi Cashmere Factory as its first-ever ODA Grant project in 1977. After Mongolia's democratization and transition to a market economy in 1990, Japan stepped up efforts to provide bilateral assistance and has since contributed to Mongolia's growth through the development of socioeconomic infrastructure and human resources, including the improvement of the country's largest thermal power station, the construction of primary and lower secondary schools, and the enhancement of water supply and sewerage facilities. Japan has been the top donor to Mongolia since its democratization⁴⁶.

The execution by Mongolia of its very first economic partnership agreement (EPA) with Japan in February 2015 gave an opportunity to further strengthen the economic relationship between the two countries. Furthermore, the "Japan-Mongolia Mid-term Action Plan for a Strategic Partnership (2017 through 2021)" was signed in 2017, which marked the 45th anniversary of the establishment of diplomatic relations between Japan and Mongolia. Both countries agreed to seek to build a truly reciprocal strategic partnership by providing cooperation in the international area as well as proactively building up mutual cooperation in a wide range of areas, including politics and national security, economy, cultural exchanges and people-to-people interactions, as well as human resources development. Furthermore, the future behavior goal has been achieved. That is, from among the aforementioned three areas, in the "field of cultural exchanges, people-to-people interactions and human resource development," the Japanese government will assist with the development of superior human resources that contribute to the solution of development issues in Mongolia through the JDS Project, thereby promoting human network construction in both countries."

Furthermore, 2022 marked the 50th anniversary of Japan-Mongolia diplomatic relations. On November 29, the 'Joint Statement on the Establishment of a Special Strategic Partnership for Peace and Prosperity between Japan and Mongolia' was announced at the Japan-Mongolia

⁴⁴ UNDP Capacity building in the Civil service of Mongolia for women leaders, human resource managers, and ethics councils | United Nations Development Programme (undp.org)

⁴⁵ <https://www.montsame.mn/en/read/195994>

⁴⁶ Japan's total ODA disbursements exceeded US\$3,094 billion. (Japan's ODA Data by Country (Mongolia), 2022, Ministry of Foreign Affairs of Japan, <https://www.mofa.go.jp/mofaj/gaiko/oda/files/100554785.pdf#page=30>)

summit. The Japan-Mongolia Action Plan (2022-2031) set forth in the statement describes ‘support for creating a human network between the two countries through human resource development support and projects in programs such as the Project for Human Resource Development Scholarship (JDS)’ as a part of ‘production and support for future leaders in the bilateral relationship.’

Japan’s Country Assistance Policy for Mongolia adopted in December 2017 has the overall goal of “Realization of Sustainable Economic Growth and Stable social Development” and three priority areas. (See Table 13)

Table 13 Country Assistance Policy for Mongolia by the Japanese Government

Basic Policy (Overall Goal)	Priority Areas (Mid-term Goal)	Development Issues (Short-term Goal)
Realization of Sustainable Economic Growth and Stable social Development	Improving Public Financial Management	<ul style="list-style-type: none"> • Improving Public Financial Management • Promoting the Vital Market Economy
	Environment-friendly and Balanced Economic Development	<ul style="list-style-type: none"> • Promotion of industrial diversification and strengthening of regional development strategies • Developing High-quality Infrastructure to Underpin Growth • Improving Urban Environment Management
	Realization of an Inclusive Society	<ul style="list-style-type: none"> • Achieving health care standards that match the social situation • Improving the quality of basic social services • Promoting social participation and inclusion of people with disabilities

Figure 5 shows changes in assistance provided by major donors in recent years. Japan has contributed to Mongolia's development as the largest donor among the OECD countries.

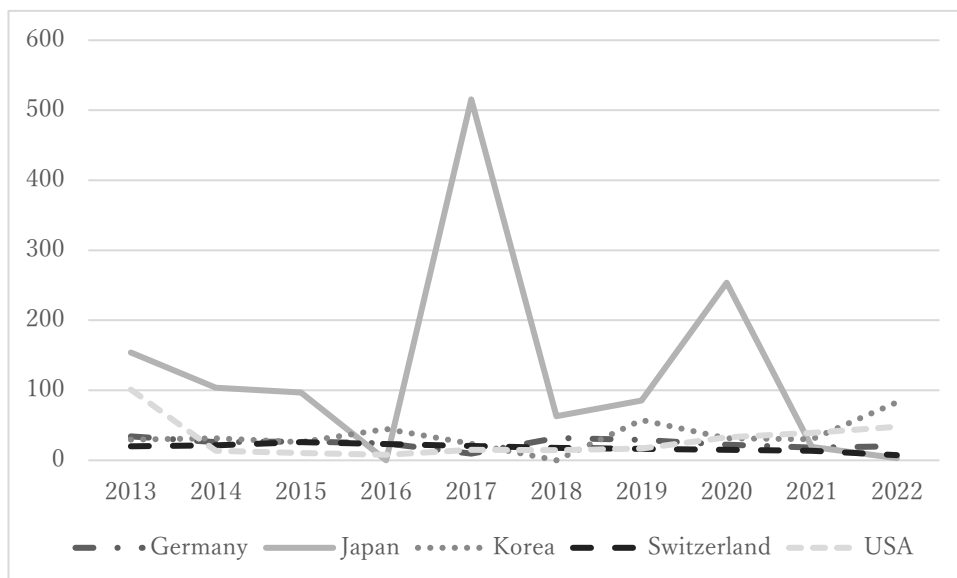


Figure 5 Changes in Aid Expenditure of Major Donors and International Organizations to Mongolia⁴⁷ (U.S. dollars in millions, based on aggregate spending)

1-4-2. Japanese Government's Scholarship Programs

(1) Outline

As of May 2022, 231,000 international students (government-sponsored and privately-financed) are receiving education in Japan. Looking at the number of international students by region of origin, students from Asian region account for 93%. As for the number of international students by nationality as of May 2023, we have 2,941 students⁴⁸ from Mongolia, the 11th largest group overall and 1,949 students in higher education courses⁴⁹. The number of Mongolian students studying in Japan started to rise sharply around 2002, when the JDS Project was first offered in Mongolia.

⁴⁷ OECD, <http://www.oecd.org/>

⁴⁸ JASSO, "Result of an Annual Survey of International Students in Japan 2022"

⁴⁹ Total enrollment in graduate schools, universities, junior colleges, colleges of technology, and specialized training colleges, excluding preparatory education curriculum and Japanese language institutions.

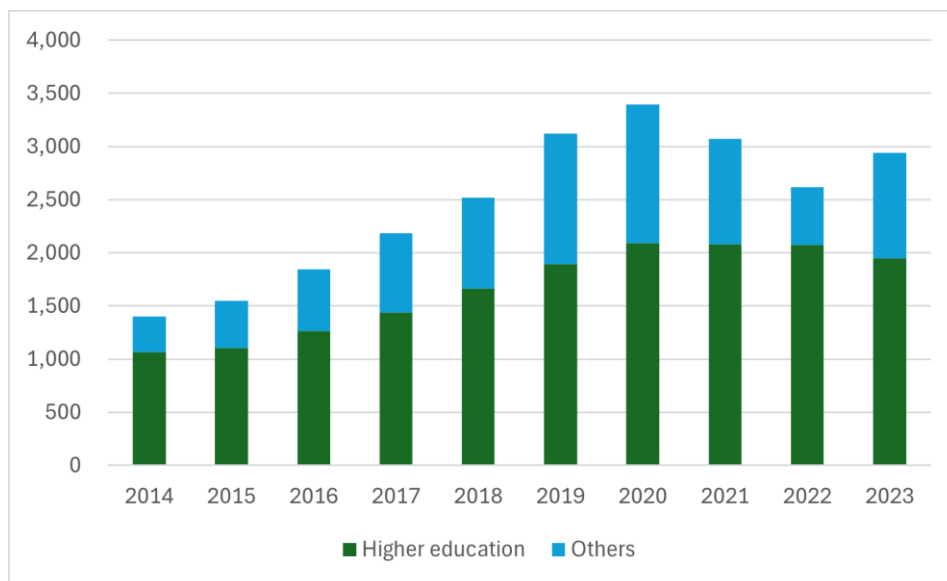


Figure 6 The number of Mongolian students studying in Japan

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 14 describes the outlines of these programs.

Table 14 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. 85 people have been dispatched from Mongolia by FY2019 ⁵⁰ .
	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). From Mongolia, it has a track record of dispatching staff from the Bank of Mongolia and Ministry of Finance ⁵¹ .

⁵⁰ JJ/WBGSP Annual Report 2019

⁵¹ 2016 JISPA review report

	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 counterparts to JICA projects 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 <u>government officers, engineers and scholars</u> . 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 <u>foreign scholars, researchers, and doctoral candidates</u> 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.

(2) 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 programs⁵² to send Japanese-government-sponsored students to Japan, and 53 students were accepted in the 2022 fiscal year. Among them, 11 were graduate research students like JDS. YLP also targets graduate programs, but there is no track record of dispatching students in 2022.

⁵² 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, (6) teacher training students and (7) YLP

Table 15 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. 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, Medical Administration, Business Administration, Law
Language	Japanese or English	English
fixed number of places	Not fixed	Not fixed
Main qualifications and requirements	Age: under 35 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) 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 16 Number of MEXT Scholarship students from Mongolia (by each program)

FY	2018	2019	2020	2021	2022
Research Student	12	11	12	13	11
YLP	3	3	2	2	0

Source: Embassy of Japan in Mongolia Website

(3) JICA's Studying-abroad Projects in Mongolia

As shown in Table 17, 12 JICA projects are conducted including studying in Japan. All of these

programs are aimed at training administrative officials in the relevant fields, and are targeted not only at Mongolia but also at strategically important countries that have human resource development needs in the relevant fields. Each project accepts about one person a year from Mongolia.

Table 17 Studying-abroad Projects in Mongolia

Project	Purpose	Target	Degree	slot
SDGs Global Leader	To develop high level of human resources who would contribute to appropriate policy decision and its implementation tackling political and developmental issues in respective fields.	Young human resource who are expected to be a key person to tackle sustainable developmental issues for achieving SDGs goal at government organizations and universities in target country	Master PhD.	1
Solving Social Challenges by Information and Communication Technologies	To develop core human resources on cyber security in medium and long-term strategies.	Target organization : cyber security policy, government-related organizations holding the command of measurements, infrastructure-related organizations for important information, intuition of higher education supporting human resource development Target : ministries in each countries, high-ranking officer of national CERT, university professor in the field of cyber security, young human resource who aim at being university professor	Master PhD.	1
Legal and Judicial Human Resources Development	To acquire the skill of improving legal and judicial system which would contribute to social, economic development and respect for human rights.	Young officials in legal and judicial-related organizations Young law researchers in university and relative research organizations	Master	1
Human Resource Development on Public International Law	To develop core human resource and let them to share a sense of value for rule of law regarded as pillar of Free and Open Indo-Pacific through providing the knowledge related to law of sea, international dispute and international economic law including public international law.	Basically, administrative official are target(However, researchers can be target depend on JDS implemented countries' situation)	Master	1
Universal Health Coverage (UHC)	To aim at developing core human resource for UHC promotion and contribute to achieving UHC by providing Japanese know-how that has been leading the tide of UHC to administrative officials and health care workers in developing countries.	Human resource of health and medical like doctor, nurse and physical therapist who are in charge of basic health care service at target organization (administrative, medical facility and laboratory) Between 20's and 30's	Master PhD.	1
Sustainable Urban Development	To develop human resource who can grasp and analyze city from a bird's-eye view and propose policy making. Moreover, it is expected to develop pro-japanese human resource among city and important government office in Asia・African countries.	Organization which is in charge of urban policy making and urban development in Asian main cities. Specifically, ministries and local government	Master PhD.	1
Core Human Resource Development for Road Asset Management Program	To let the administrative official or technical expert who belong to road management organization or research institution acquire the skill and knowledge related to road asset management. In addition, to develop potential core human resource in the same field and contribute to policy making and implementation for road asset management stability by deeping their knowledge of Japanese skill or promoting the opportunity to interact with policy maker and researchers through the inspection of Japanese management and the way of developing human resource.	Research of asset management skill Target organization : Road managing agency that operate and maintenance program of road and bridge has already implemented or currently underway Target : Middle or young road administrative official proposing road maintenance plan/operation and maintenance plan(C/P of operation and maintenance program of road and bridge) Research of long-life service technology for infrastructure	Master PhD.	1
Human Resources Development for Governmental Officers and Researchers in Mineral Resources Rich Countries	To build a mutual relationship with developing countries through developing human resource in the field of industry with a mind to both supporting for development issue in the field of developing countries' industry and securing Japanese resource. In addition to the research at university, acquire the real skill and build a mutual network with university and industry related organization through spring・summer program, intern, overseas field survey.	Administrative organization, research institution in the field of mining and terrestrial heat	Master PhD.	1
Investment Promotion and Industrial Development for Asian Region	To expand core human resource and leader's class for supporting Asian investment promotion and sub-cluster of industrial promotion by developing human resource who can understand Japanese way of management and industrial promotion history.	Future candidate for executive position who belong to Ministry of investment, Ministry of industry, Ministry of commerce, economic organization and Japanese center in the focal country where a lot of Japanese enterprise expanded overseas	Master PhD.	1
Sustainable Tourism Development	To develop human resource who can synthetically understand the element for sustainable tourism development, map out the strategy of tourist development for achieving SDGs, practice, monitoring analysis, evaluate and improve them. To build a mutual relationship with target region through learning the way of approach leading to regional revitalization for tourism development which is Japanese strong area and developing human resource who can establish and practice the suitable methodology.	Young human resource who has experienced about 3 years in the related field of tourism (assuming under 40 years old) at tourism related administrative organization in each country (ministry, local government), Japan National Tourism Organization, industrial organization (Ex, tourist association), DMO, private company, research institution	Master	1
Agriculture Studies Networks for Food Security	To contribute for 6 important points 【1. Policy and Organizations on Agriculture and Rural Development Sector, 2. Sustainable Agriculture Production, 3. One Health(Livestock), 4. Fisheries Development and Resources, 5. Food Value Chain (FVC), 6. Nature Conservation】 to tackle on Agriculture Studies Networks for Food Security(Agri-Net).	Human resource at government organization, university, research institution and private organization ①Government officials at developing countries' government ②Human resource leading the international society in the field of research ③Human resource who can contribute for SDGs achievement ④Human resource supporting overseas expansion for Japanese companies	Master PhD.	1
Disaster Risk Reduction (DRR) Leaders Capacity Development for the Sendai Framework Implementation	Against each national disaster (flood, typhoon, landslide, earthquake, tsunami and volcano, etc.) as one of disaster management cycle, especially, in the stage of deterrent disaster prevention and Build Back Better, to develop leading researchers, engineers and government officials who can contribute to promoting disaster prevention including expanding pre-disaster prevention investment which is implemented along DRR Leaders Capacity Development for the Sendai Framework Implementation and strengthening its system.	Administrative official, engineers and researchers who are engaged with disaster prevention generally at relevant organization in target country	Master PhD.	1

1-4-3. Situation of Private Cooperation and Exchange

According to a general economic condition in Mongolia provided by JETRO (March 2024), Trade between Japan and Mongolia totaled around 112.9 billion yen in 2023. Japan's imports from Mongolia were around 4.5 billion yen of 4.1% decrease compared to the previous year while Japan's exports to Mongolia were around 108.4 billion yen of 69.1% increase compared to the previous year, which shows Japan's extremely favorable balance of trade. Japan's major imports from Mongolia included transportation equipment (ships, etc.), crude minerals, metal products, clothing and accessories, electrical equipment. Japan's major exports included transportation equipment (automobiles, etc.), machinery, rubber products, re-export products, electrical equipment. Japan's direct investments in Mongolia totaled US\$1.06 billion as of 2023 and the main investment sectors are telecommunications, banking, manufacturing, mining, sales of mining and construction equipment, construction and energy. Additionally, as of October 2022, 172 Japanese companies have expanded into Mongolia, mainly in the trading, restaurant, and tourism industries.

MobiCom established by Sumitomo Corporation and KDDI as a joint venture with Mongolia's Newcom Group in 1995 is an example of Japanese companies' investment in and expansion to Mongolia. MobiCom became the largest mobile phone operator in Mongolia with market share of nearly 50%. In 2016, KDDI converted the company into its consolidated subsidiary by increasing its stake to more than 50%. One of the first batch of JDS Returned Fellows, was appointed as Chief Legal and Compliance Officer of MobiCom in 2017. In 2003, H. S. Securities Co., Ltd. (currently known as HS Holdings Co., Ltd.) acquired all shares of Khan Bank LLC. It has since grown to be a commercial bank with the country's largest asset portfolio. In addition, in 2018, Toyota Sales Mongolia, Mongolia's first Toyota agency, was established, wholly owned by ITOCHU Corporation. At the company, 15th batch JDS Returned Fellows became the first Mongolian general manager.

A Japan-Mongolia summit meeting was held during an official visit to Japan by Mongolian Prime Minister Ukhnaa Khurelsukh in December 2018. During the meeting, Prime Minister Abe mentioned the success of the 9th Japan-Mongolia Government and Business Sector Joint Committee and expressed his willingness to work with Mongolia to strengthen the economic and business relationship between the two countries by ensuring the implementation of the Japan-Mongolia Economic Partnership Agreement (EPA)⁵³. Furthermore, 2022 marked the 50th anniversary of Japan-Mongolia diplomatic relations. On November 29, the 'Joint Statement on the Establishment of a Special Strategic Partnership for Peace and Prosperity between Japan and Mongolia' was announced at the Japan-Mongolia summit. The Japan-Mongolia Action Plan (2022-2031) set forth in the statement describes 'support for creating a human network between the two countries through human resource development support and projects in programs such as the Project for Human Resource Development Scholarship (JDS)' as a part of 'production and

⁵³ Ministry of Foreign Affairs of Japan, https://www.mofa.go.jp/mofaj/a_o/c_m1/mn/page6_000238.html

support for future leaders in the bilateral relationship.⁵⁴

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 Korea, 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 actively recruiting government officials to become students. Former AAM scholars who hold key government positions such as parliament members and cabinet ministers inspire young civil servants to apply for the AAM. Its active alumni programs interest them as well. The AAM is open to private sector applicants and many of its scholars now enjoy a very successful career in the private sector. The JDS Project can gain some insight into public-private partnership using alumni networks from the AAM's model.

Including the private sector, the Fulbright scholarship is 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 DAAD⁵⁵ scholarship program. Reforms to the Mongolian government official system include past examples of support from Canada.

⁵⁴ Ministry of Foreign Affairs of Japan, https://www.mofa.go.jp/mofaj/a_o/c_m1/mn/page1_001428.html

⁵⁵ Der Deutsche Akademische Austauschdienst, established in cooperation with German universities.

Table 18 Other Donor's Scholarship Programs in Mongolia

Program	Target	Degree	Field of study	Slot	Others
Australia Awards Mongolia(AAM)	Government officers/Open recruitment	Master, Doctor	Public sector management, Business management, Education, Engineering and Mining, Construction, Environment and Agriculture, Health, Information and Communication Technology, Society and Culture	10 people (2022) 15 people (2023) (civil servant 50%, open recruitment 50%)	Successful applicants will receive up to 26 weeks of English training in advance, depending on their ability. Round-trip travel expenses, tuition fees, and living expenses will be provided; if the students bring a child under 18, tuition fees will be waived at national university, and kindergartens will be 85% subsidized.
KOICA Scholarship (Korea)	Government officers	Master (Most of programs are 1 year)	Governance, Agricultural development, Medicine, Environment, Energy, Education	About 10 people	Round-trip travel expenses, living expenses of approximately 1 million won/monthly, dormitory and tuition fees exempted.
Chevening Scholarship (British)	Open recruitment	Master (1year)	Climate change, Democracy, environment protection, Governance	Approximately 12~15 people	
Fulbright Scholarship (USA)	Open recruitment	Master	Science, Technology, Mining, Public	Up to 25 people	

			health, Environment		
DAAD (Germany)	Open recruitment	None specifie d	MBA, Economics, Development management, Science, Technology, Agriculture, Environment, Medical, Education, Legal designation, Media	Unclear	
Russian government scholarship	Open recruitment	Bachelo r, Master, Doctor, Inductio n course, academy	Priority areas by Ministry of Education, Culture, Science and Sports	550 people (2020-2021) 600 people (2021-2022) 620 people (2022-2023) 620 people (2023-2024)	
Chinese government scholarship	Open recruitment	Bachelo r, Master, Doctor	None specified	252 people (2019)	Approximatel y 1,100 yuan/month for living expenses, exemption from tuition and lodging fees, teaching materials provided, and free health checkup once a year.
Turkey government scholarship	Open recruitment	Bachelo r, Master, Doctor	None specified (Teaching language is Turkey and English)	Approximatel y 60 people	
Korean government scholarship	Open recruitment	Bachelo r, Master, Doctor	Korean history, Diplomacy, Bibliography, Philosophy, National language, Anthropology, Folklore, Religion,	Bachelor 4 people Master / Doctor (14+1 people) The number will be different every year	

			Musicology, Art history, Cultural informatics, Human geography, Political science, Economics, Sociology, Education, Korean culture, Society, International Relationship		
Saudi Arabia scholarship program	Open recruitment	Bachelo r, Master, Doctor	Unspecified	Not clear	Airline tickets, living expenses, and free medical services for international students and their families.
The Republic of Belarus president scholarship program	Open recruitment	Bachelo r Master	Veterinary medicine, Production of plant products, Technical services in agriculture and industry, Mining machinery and equipment	10 people in total	
Asian Development Bank	Open recruitment	Master Doctor	Other development research fields such as economics, MBA, technology, law, public policy, etc.	Not clear	

Australia Awards Mongolia : AAM

Since 1993, the Australian government has been offering scholarships in various ways and celebrate its 30th anniversary in 2023. Currently, AAM is being implemented in more than 20 countries around the world. It was launched in 2013, however, the Development Awards and Australia Awards, which were the predecessors of the AAM, were launched in 2003, and over 700

Mongolians have obtained master's degree and 33 for doctoral degrees in Australia.

As with the JDS Project, the AAM was initially offered to public sector employees only, but in 2008 private sector and NGO, etc. employees also became eligible to apply. People living in provinces, linguistic or ethnic minorities, and people with disabilities, among others, are strongly encouraged to apply and reasonable accommodation is provided. A wide range of field is covered and subject to change according to annual budgets. From 2017 to 2018, there were about 1,000 applications for the 45 slots available, but in 2023, there were about 300 applications for the 15 slots available. Previously, doctoral programs were also covered, but due to budget constraints, it is now only targeted at master's programs. The ratio of scholarship recipients from the public sector to those from the private sector is roughly 1:1.

The AAM expects master's program candidates to achieve an IELTS score of at least 6.0 at the time of application. Candidates must take and pay for English language tests and submit their test results at the time of application. Each year, about 70% of applicants meet the eligibility criteria. Successful applicants will be offered six months of English language training.

One of the features of AAM is that candidates can choose their university, and there is no upper age limit when applying.

The AAM Alumni Network Strategy was launched in 2013 to promote engagement and interaction with Australia Awards alumni. Many beneficiaries gain from this engagement: the alumni themselves, the Governments of Mongolia and Australia, employers, industries, and universities, etc. The AAM also funds the Mongolia-Australia Friendship Society (Mozzies) activities. There are also a number of former AAM scholars those who experienced a minister, heads of department in the ministries or deans of national universities and they are showing remarkable success in various fields of industry, government, and academia. In addition to regular events and training sessions, the alumni association is very active, including annual networking events for returning alumni from Mongolia and seven South Asian countries.

KOICA Scholarship (Korea)

The competition is being held in 47 countries around the world, and there is no fixed slots for the number of people accepted by each country, so it is a competition among all applicants from 47 countries. In 2023, there were over 100 applicants from Mongolia, and 24 successful candidates were selected. South Korea is popular because it is relatively close to Mongolia, and more than 200 Mongolian students have studied abroad so far. The targets are mainly national civil servants, but some NGOs staffs are also recruited. Master's programs are conducted in English and usually last for a year and a half. Submission of a master's thesis is not mandatory, and if they wish to write their master's thesis over an extended period of time, they will be required to pay the actual cost.

Priority areas are determined every year through a survey conducted by the Ministry of Finance,

which is the contact agency on the Mongolian side, and the most recent priority areas have been the economy, finance, and ICT. English language requirements are specified by individual universities and TOEIC scores of 700 are generally expected.

Alumni association activities are also active, with seminars held about three times a year and networking events held once a year.

Fulbright Scholarship (USA)

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 scheme⁵⁶ with the Mongolian government.

Since the program matches applicants with universities in a tailor-made manner based on their wishes, the number of successful applicants fluctuates due to budget constraints, however approximately 12 to 15 people are dispatched each year. Approximately 180 people applied in 2022. Although English requirements vary depending on the field, they are TOEFL iBT80-90 (PBT550-575) and IELTS 6.5-7.0.

Although the alumni association is not run as an official event, returning students from the scholarship have established the Mongolian Association of State Alumni (MOSA), which is currently active with the participation of exchange students and others.

Chinese Government Scholarship

Each year, about 250 degree program students study in China under the educational cooperation program between the Mongolian government and Chinese government. This scholarship is available to all applicants and there are age limits for bachelor's 25 years old, master's 35, and doctoral degree programs 40. There are no specified fields of study. Therefore, applicants need to contact university in advance and will decide their desired program and target language.

JDS Fellows can enter either an English course or Chinese course. They can receive their master's degree after two years in English or four years in Chinese. In the Chinese course, the first year focuses only on language study. From the second year onward, students study in the master's degree program with other Chinese students.

According to Statistics on International Students Studying in China issued by the Ministry of

⁵⁶ As of September 2023, the cost-sharing ratio between the U.S. and Mongolian governments is 1:2, but when the Minister of Education and Science visited the U.S., there was an assurance that the Mongolian burden would be doubled. Therefore, the number of successful applicants per year is expected to be about 20 in the future. (Based on an interview with a representative of the Fulbright Scholarship Office)

Education of the People’s Republic of China, there were 1,956 Mongolian students studying in China in FY2005. In FY2016, the number increased to 8,508 and in FY2018, it rose to 10,158, a fivefold increase from FY2005⁵⁷. In view of China’s greater influence on Mongolia in trade and investment and its geopolitical importance, Mongolia is expected to further strengthen its relationship with China in the area of human resources development.

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

Toward selection of qualified human resources, which is a precondition as an expression of outcomes for JDS, literature investigation, questionnaire investigation, and a hearing investigation were implemented in order to understand the needs of human resource development and the situation of the human resource layer of targeted organization.

(1) Overview of Literature Investigation

From September 2023 to March 2024, questionnaire and interview surveys targeting main government agencies and assumed target organizations, etc. were carried out. (Targeted at 20 agencies and organizations) Based on the analysis of existing materials available in Japan, a field survey was conducted in Mongolia from September 2023 to March 2024 aiming at visiting main target organizations and interviewing them on their needs regarding human resource development as well as their development issues. Some advice concerning value-added programs and expectations towards JDS were given from JDS Returned Fellows who experienced studying in Japan.

(2) Findings of both Surveys

① Development issues and needs for human resource development

According to questionnaires and acquisition of opinions from target organizations, there were strong shared human development needs in the following areas. Examples were formulation of proposals for public policy and development of management skills in each field. There was also a high need for strengthening ICT in each field.

For ‘Strengthening of Governance toward the Realization of a Sound Macroeconomy,’ which is the JDS Sub-Program for Assisting Mongolia to be taught in the next Phase, Target Organizations expressed their need to learn public policies, economy, financial management, etc. In the area of law, the General Council of the Courts wanted the program to cover international laws. The Authority for Fair Competition and Consumer Protection of Mongolia requested that the program cover development and improvement of business and economic laws.

For another Sub-Program for Assisting Mongolia, ‘Environment-friendly and Balanced Economic Development,’ the Ministry of Digital Development and Communications expressed their need for digitalization of industry and public-private cooperation. All ministries and agencies

⁵⁷ Students who were on non-degree programs were included in the statistics.

are paying attention to the energy area, revealing the importance of energy policies in Mongolia.

In addition, priority areas and development issues for target organizations confirmed through questionnaire surveys and interview surveys have been summarized in Table 19.

Table 19 Priority Areas and Development Issues of Main Target Organizations

Organizations	Fields that require human resource development
Cabinet Secretariat of Government	sustainable development policy, development economy, e-governance, business management, human resource management
Civil Service Council	public policy, public financial management, business / establishment of economic legal system, basic IT skill
Ministry of Finance	public financial management, fiscal policy / capital market policy, public policy, sustainable development policy, debt management
Ministry of Foreign Affairs	energy diplomacy, security from the perspective of the energy sector
Ministry of Economy and Development	policy making, economic theory, economic policy, statistical analysis, investment, social development, innovation, IT, Finance, energy related policy
National Emergency Management Agency	disaster relief, disaster management, environmental policy, disaster prevention management, disaster risk reduction, information security / software / spatial system / management ability
Development Bank of Mongolia	financial / cash balance analysis, loan analysis, asset management, human resources management, risk management
Ministry of Construction and Urban Development	water supply, sewage equipment management, industrial policy, construction / project / contract (management)
Authority for Fair Competition and Consumer Protection of Mongolia	competition law, macroeconomic planning, business / economic law development / digital market policy / management, civil servant personnel policy, e-government
Supreme Court of Mongolia	Law, civil servant personnel policy, modern communication / technology, teamwork ability
National Statistics Office	data science, information technology, human resources policy, data processing / analysis skill, policy making and management ability
Ministry of Justice and Internal Affairs	development of legal system in the fields of private law and information technology, problem solving ability, crypto assets
Ministry of Education and Science	education policy, curriculum / standards development, education finance, monitoring ability
Ministry of Energy	ability to formulate long-term policy areas, policy making and implementation
General Department of Taxation	international tax system, transfer pricing, IT
Ministry of Mining and Heavy Industry	geology, mineral, oil, heavy industry
General Council of the Courts	computerization of the court system, international criminal law, international law
Ministry of Digital Development and Communications	human resources to build cooperative relationships with the private sector, Digitalization of industry, e-governance, cyber security

② Major Scholarship Programs Offered by Other Donors

Many of target organizations send their personnel to study in Japan on the JDS Project as well as other Japanese scholarship programs and to Australia, the UK, and Korea, etc. which is from wide range of countries. The findings of interviews with government ministries and agencies are as follows: Korea and Australia are the top study abroad destination where the only scholarship programs offered exclusively to civil servants provide, followed by UK.

Table 20 Study abroad destination of Mongolia public servant other than choosing JDS

Organization Responded	Scholarship Program other than JDS
Ministry of Foreign Affairs	Korea (KOICA), Australia (AAM), UK, USA, Saudi Arabia, other Arabian countries
Ministry of Finance	UK
Ministry of Justice and Home Affairs	Korea (KOICA), Australia (AAM)
Ministry of Construction and Urban Development	Republic of Belarus
Ministry of Education and Science	Korea (KOICA), Australia (AAM)
Ministry of Digital Development and Communications	Korea (KOICA)
Ministry of Energy	Korea (KOICA), Australia (AAM), Asian Development Bank
General Department of Taxation	Korea (KOICA)
Bank of Mongolia	Australia, Korea (KOICA)
Development Bank of Mongolia	China (Development Bank of China), Korea (KDI School of Public Policy and Management), Luxembourg (Banking & Finance Academy)

③ Requests to the JDS Project

(a) Setting the Program Duration

The present survey indicated that key Target Organizations such as the Ministry of Foreign Affairs and the Ministry of Justice and Internal Affairs had need for a one-year master’s degree program based on the notion that a shorter period of absence from work may enable executives (including candidates), who cannot leave work easily, to study abroad.

(b) Loosening of the age limit

This Phase requires JDS Fellows to be 39 years old or younger, but many requested that a higher age limit be set. In Mongolia, the retirement age for government officials changed from 60 to 65 when the Civil Service Law was revised in 2019. For some ministries or agencies, job seekers must have experience of working as a government official, and there are cases where the majority of officers are 40 years old or older⁵⁸. For this reason, there are comments that studying abroad in

⁵⁸ According to interviews at the Ministry of Education and Science, in Mongolia, the start of a career at the ministry level is usually in the 30s.

their 40's will give government officials opportunities to apply the knowledge they gained in Japan sufficiently and over a long period of time. There are also comments that individuals in their 40's and older lived in socialist Mongolia and did not have opportunities to study in Japan, Europe, or the USA. Therefore, it will be very meaningful for government officials in these age groups to study in Japan.

(c) Loosening of requirements for the doctoral degree program

This Phase limits doctoral degree program students to either JDS Returned Fellows or individuals who received their master's degree in Japan, but there are requests to loosen this requirement to accept applications from those who received their master's degree outside Japan such as Australia, the USA, Mongolia, etc. Since the JDS doctoral degree program is designed to provide follow-up support for the JDS master's degree program, and there are more applications in Mongolia than the acceptance capacity, loosening of requirements warrants careful consideration.

④ Requests for Additional Programs

(a) English Language Training

At the interviews, many of the target organizations requested that English language courses be provided on the JDS Project. Although these organizations are aware of the need for their personnel to study abroad, all of them are not able to do so because of their poor command of English. Some target organizations provide their own English training to their staff and have many staff with high English proficiency, but many have low English proficiency but are unable to provide English training due to budget constraints. The majority of organizations said that although they had opportunities for English training from other donors, the results were not successful.

Meanwhile, many of these organizations want their workers who returned from studying abroad to have improved English skills, and higher English skills results in higher employee assessment or promotion because having higher language skills means the ability to access overseas information to enable higher quality surveys and research. For this reason, for the JDS Project to provide English lessons to improve JDS Fellows' English skills will allow these Fellows to play important roles in their respective organizations after returning home. JDS currently provides 50-hours of English lessons to those who passed the first screening process, and it is desirable to continue these lessons and explore the method of effective English lessons.

(b) Internship

Many respondents requested an internship program to be provided during the stay in Japan because it allows JDS Fellows to experience working in Japan, gain practical knowledge, and have deeper understanding of Japanese discipline and ethics. There are a particularly large number of comments requesting a short-term internship program at a government ministry or agency in the area related to their work. Some expressed that an internship program at a private company

would also be desirable if its field of business is related to their work.

(c) Support for the alumni

JDS does not at this point include support for alumni activities in its project, but some respondents requested such support as a part of the JDS Project.

⑤ Needs for doctoral programs

According to the questionnaire surveys and interview surveys conducted through target organizations, certain needs were confirmed regarding doctoral programs. In particular, this survey revealed that in some ministries and agencies, obtaining a doctoral degree is required to hold a post at the director-general level or above. In the future, it is hoped that talented potential applicants from ministries and agencies where obtaining a doctoral degree will lead to promotion will be encouraged to apply. Additionally, a government resolution stipulates a 15-20% salary increase for those with a doctoral degree, and obtaining a doctoral degree also lead to increases employee motivation⁵⁹.

⁵⁹ Government Resolution 382, 2018 attachment 3 Definitions in Additional Compensation for Government Officials <https://legalinfo.mn/mn/detail?lawId=209072&showType=1>

Chapter 2. Contents of the JDS Project

2-1. Overview of JDS Project

The JDS Project is a grant aid project that provides scholarships to international students from partner governments with the purpose of developing human resources who can be expected to play leadership roles in formulating and implementing social and economic development of the developing countries. It was established in FY 1999 under the Japanese government's "100,000 International Students Plan."

When the JDS Project was launched, initially, the main purpose was to improve the ability of each individual international students, however, this project has targeted those who are capable of policy making to address each countries' difficulties as the main purpose was changed to improving an administrative capacity since this program gradually moved to a new phase in 2009. The features of this new phase is to focus on developing human resources engaging in the priority areas (Sub-Programs) that are selected through discussions between target countries and Japanese related parties rather than other study abroad programs aimed at supporting individuals.

On the basis of the above-mentioned aim and features of the JDS Project, the preparatory survey team investigates human resource development needs corresponding to the concerned Sub-Programs established based on the national development plan of the target country and Country Assistance Policy for Mongolia by the Japanese government, and existence of potential candidates at expected Target Organizations and others. Further, based on the result of the 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).

The JDS framework was formulated and agreed upon by the Cabinet Secretariat of Government under the confirmation with the operating committee members based on the field survey conducted from September to October 2023 and March 2024. Based on the discussion with the Mongolian side, the maximum number of JDS Fellows per batch for both Master's and Doctoral Program in the next phase will be the same as the current phase, while the number of recipients of each development issue and the host university of Master's Program were reviewed and reached an agreement.

2-1-1. Project Design

In the field survey conducted from September to October 2023 and March 2024, the priority areas of assistance, development issues, and expected research areas for the JDS Mongolia were determined based on the national development plan of the Mongolia, Japan's assistance policy for Mongolia, and the human resource development needs of the Mongolian government, as outlined in the table below. These priority areas of assistance and development issues were established with the goal of supporting the development of core administrative officers to address the development issues in Mongolia. Although this framework is for master's program, in accordance

with the JDS doctoral program operation policy for all countries, it is also required that the research themes of doctoral program matches the target development issues in the JDS Project plan of each country.

Table 21 Framework of JDS Mongolia (intake FY2021-2024)

Priority Area (Sub-program)	Development Issue (Component)	Expected Theme of the Research /Possible Fields of Study	Available Slots	
			Next Phase	Comparison with the current phase
1. Strengthening of Governance toward the Realization of a Sound Macroeconomy	1-1. Strengthening Discipline in Public Finance and Developing Financial System			
	1-1-1. Public Finance Management	-Sustainable Development Policy -Development Economy -Macro Economic Planning -Public Financial Management -Public Investment Policy -Internal Audit -International Taxation	2	2 (1-1-1 Public Financial Management)
	1-1-2. Financial Policy and Capital Market Policy	-Financial Policy -Capital Market Policy -Revitalization of the Stock and Bond Markets -FDI Promotion Policy -Digital Market Policy and Management	2	2 (1-2-1 Financial Policy and Capital Market Policy)
	1-2. Strengthening Governance			
	1-2-1(A). Public Policy	-Civil Servants' HR Policy -E-Governance -Rural Development -Regional Development -Population Policy/Urban Decentralization -Social Welfare Governance -Social Security Governance -Health Policy -Education Policy	2	2 (1-1-2 Public Policy)
	1-2-1(B). Public Policy One Year Course	-Civil Servants' HR Policy -E-Governance -Rural Development -Regional Development -Population Policy/Urban Decentralization -Social Welfare Governance -Social Security Governance -Health Policy -Education Policy	2	
	1-2-2. Development of Legal System in the field of Business, Economy and International Law	-Economic Legal System (including free trade law) -International Legal System (including multilateral agreement, negotiation) -Negotiation on contract with International Corporations -Legal Negotiation on Contract with International Corporations -Mediation and Other Conflict Management Approaches -Investment law -Public Private Partnership Law -Competition Law -International Financial Law and Regulation	2	1 (1-2-2 Business and Economic Legal System)
2. Environment-friendly and Balanced Economic Development	2-1. Strengthening Domestic Industry and Diversifying Export Products	-Industrial Policy -Agriculture Policy -ICT・Digital Industry Promotion -Export Promotion -Tourism Promotion -Business Administration and Finance -SMEs Development -Local Industry Promotion -SDGs Monitoring	4	4 (2-1 Industrial Policy and Business Administration)
	2-2 Sustainable Energy Development and Policy	-Electricity Transmission and Distribution System -Energy System -Renewable Energy -New Energy -Environment Assessment -Environment Engineering	1	1 (2-3 Improving Urban Environment Management)

(1) Number of Slots

Following adjustments made by the Ministry of Foreign Affairs of Japan and the JICA before this preparatory survey was conducted, it was agreed that the maximum number of total slots for the next phase of the JDS Project would be the same with the current phase, which is 15 per year for the master's program and 1 per year for the doctoral program in principle, as a result of comparing the number of civil servants and JDS applicants in Mongolia and their English and Mathematics

skill with other JDS implementing countries, etc. Japanese side proposed to adjust some of the component and the maximum numbers under each component for the master's program, which reached an agreement by the Mongolian side.

(2) Component and Research Theme

With respect to Sub-Program "1. Strengthening of Governance toward the Realization of a Sound Macroeconomy," "Financial Policy and Capital Market Policy," which was allocated in "1-2. Strengthening Governance" in the current phase, has been added in "1-1. Strengthening Discipline in Public Finance and Developing Financial System" in addition to "Public Finance Management" as its Sub-Component. In regard to "1-2. Strengthening Governance," "Public Policy," which has been requested by target organizations and had number of applicants, and the field of law were established. Based on the request to establish one year course for "Public Policy" from Mongolia side, four slots including two each for two years course and one year course, are allocated. For the law component, in addition to the current phase "Business and Economic Legal System," the scope was expanded to international law, which was requested by the Ministry of Finance and the Ministry of Law and Home Affairs, with changing the name of sub-component to "Development of Legal System in the field of Business, Economy and International Relations" and increasing the maximum number of JDS Fellows accepted from one to two. For "Development of Legal System in the field of Business Economy and International Law," Master of Laws is required as its degree.

Considering the fact that Mongolia's economy and industrial structure are extremely fragile, furthermore, its financial and banking sector needs to be reformed urgently, government officials are required to continue to improve their expertise in this field.

With respect to Sub-Program "2. Environment-friendly and Balanced Economic Development," four slots have been generously allocated to "2-1. Strengthening Domestic Industry and Diversifying Export Products." This is the development issue for which applications from more than one government ministry or agency are expected. In contrast, one slot is allocated to "2-2. Environment-friendly Development and Energy Policies" for which applications from only a limited number of target organizations may be made.

The focus of JDS is to train government officials so that they can help strengthen the Mongolia-Japan bilateral relationship. For the purpose of differentiating the JDS Project from other long-term JICA training programs, discontinuation of "2-2. Developing High-quality Infrastructure to Underpin Growth" at the end of this phase was decided.

(3) Target Organization

Considering its objective of developing core human resources of central government ministries and agencies, applicants for next phase would be limited to only core civil servants (special state service positions and public administration positions) as the same in the current phase and it

reached an agreement. The employees of the Bank of Mongolia and the Development Bank of Mongolia, although they are not civil servants, will continue to be eligible to apply as they are expected to make a direct contribution to successfully dealing with issues such as public finance management and financial and capital market policy.

Meanwhile, it is confirmed that civil servants in Mongolia are not basically transferred between a central government ministry and local agency in the field survey. However, they may have a chance to change their job from a local agency to a central government ministry if they apply via public recruitment system and pass the test. Moreover, in term of realizing the revitalization of city and region set as one of the six key development tasks declared by Mongolian government's medium-term development plan which is the New Recovery Policy, it is agreed that, when local public servants apply for the JDS Project, they should be treated as valid applicants provided that they are competent and can help strengthen the bilateral relationship.

With respect to target organizations for each component, it was agreed, given frequent restructuring of government ministries and agencies and higher job fluidity in the civil service in Mongolia, that applications from all target organizations would continue to be accepted in the same way that they were in this current phase. It was also agreed that the main target organizations from which applications should be more strongly encouraged would be identified. The potential main target organizations are listed in the table below. It was also confirmed that the Operating Committee should have discussions if any additions and/or deletions need to be made to the main target organizations during the phase.

Table 22 Expected Main Target Organizations

Priority Area (Sub-program)	Development Issue (Component)	Main Target Organizations
1. Strengthening of Governance toward the Realization of a Sound Macroeconomy	1-1. Strengthening Discipline in Public Finance and Developing Financial System	
	1-1-1. Public Finance Management	-The State Great Hural Parliament of Mongolia -Cabinet Secretariat of Government -Mongolian National Audit Office -Ministry of Economy and Development -Ministry of Finance -Customs General Administration
	1-1-2. Financial Policy and Capital Market Policy	-The State Great Hural Parliament of Mongolia -Cabinet Secretariat of Government -Central Bank of Mongolia -Financial Regulatory Commission -Ministry of Finance -Ministry of Economy and Development -Development Bank of Mongolia
	1-2. Strengthening Governance	
	1-2-1(A). Public Policy	-The State Great Hural Parliament of Mongolia -Civil Service Council -Cabinet Secretariat of Government -Ministry of Economy and Development -Ministry of Foreign Affairs
	1-2-1(B). Public Policy One Year Course	-Ministry of Finance -Ministry of Digital Development and Communications
	1-2-2. Development of Legal System in the field of Business, Economy and International Law	-The State Great Hural Parliament of Mongolia -Cabinet Secretariat of Government -The Judicial General Council of Mongolia -The Supreme Court of Mongolia -Ministry of Foreign Affairs -Ministry of Law and Home Affairs -Authority for Fair Competition and Consumer Protection
2. Environment-friendly and Balanced Economic Development	2-1. Strengthening Domestic Industry and Diversifying Export Products	-Ministry of Economy and Development -Ministry of Environment and Tourism
	2-2. Sustainable Energy Development and Policy	-Ministry of Economy and Development -Ministry of Foreign Affairs -Ministry of Energy -Ministry of Mining and Heavy Industry

In the present preparatory survey, the result obtained by an interview and/or questionnaire for main target organizations to determine their needs is shown in Table 23. All respondents showed their strong desire for human resource development through master’s programs (including the JDS Project). The survey also confirmed that their priority development tasks mostly agreed with our prediction mentioned above.

Table 23 Human Resource Development needs of main target organizations

Target Organizations	High priority JDS Target Development Issue (Component)
Cabinet Secretariat of Government	1-2. Strengthening Governance
Ministry of Foreign Affairs	1-2. Strengthening Governance 2-2. Sustainable Energy Development and Policy
Ministry of Finance	1-1. Strengthening Discipline in Public Finance and Developing Financial System 1-2. Strengthening Governance
Ministry of Digital Development and Communications	1-1. Strengthening Discipline in Public Finance and Developing Financial System
General Department of Taxation	1-1. Strengthening Discipline in Public Finance and Developing Financial System
Civil Service Council	1-1. Strengthening Discipline in Public Finance and Developing Financial System
Ministry of Economy and Development	1-1. Strengthening Discipline in Public Finance and Developing Financial System 1-2. Strengthening Governance 2-1. Strengthening Domestic Industry and Diversifying Export Products 2-2. Sustainable Energy Development and Policy
Development Bank of Mongolia	1-1. Strengthening Discipline in Public Finance and Developing Financial System
Ministry of Justice and Home Affairs	1-2. Strengthening Governance
Authority for Fair Competition and Consumer Protection	1-1. Strengthening Discipline in Public Finance and Developing Financial System 1-2. Strengthening Governance
The Judicial General Council of Mongolia	1-2. Strengthening Governance
Supreme Court of Mongolia	1-1. Strengthening Discipline in Public Finance and Developing Financial System 1-2. Strengthening Governance
National Statistical Office of Mongolia	1-2. Strengthening Governance
Ministry of Energy	2-2. Sustainable Energy Development and Policy

(4) Accepting Universities

Prior to this preparatory survey, the JICA presented expected fields of study and development issues of the JDS Project in Mongolia to existing and potential JDS host universities and asked them to submit student hosting proposals⁶⁰. Subsequently, a total of 29 proposals were submitted from 17 universities or 20 graduate schools.

⁶⁰ A new one-year course was established under 1-2-1(B) in response to a request from the Mongolian government during the preparatory survey conducted in September and October 2023. Since the request was made during the survey period, this sub-component was added to the other components and the submission of acceptance proposals was implemented in December 2023.

Based on the evaluation guidelines, JICA 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. After that, during the preparatory survey phase, the survey team presented a shortlist of Japanese universities to the Mongolian side and explained that these universities were believed to have put forward the best offers with respect to the proposed Components, along with background information about the universities. As a result, each accepting university and slot shown in the table below reached to an agreement.

Table 24 Accepting Universities of the JDS Project in Mongolia

Priority Area (Sub-program)	Development Issue (Component)	Accepting University	Slots
1. Strengthening of Governance toward the Realization of a Sound Macroeconomy	1-1. Strengthening Discipline in Public Finance and Developing Financial System		
	1-1-1. Public Finance Management	Saitama University Graduate School of Humanities and Social Sciences	2
	1-1-2. Financial Policy and Capital Market Policy	International University of Japan (IUJ) Graduate School of International Relations	2
	1-2. Strengthening Governance		
	1-2-1(A). Public Policy	Meiji University Graduate School of Governance Studies	2
	1-2-1(B). Public Policy One Year Course	National Graduate Institute for Policy Studies (GRIPS) Graduate School of Policy Studies	2
	1-2-2. Development of Legal System in the field of Business, Economy and International Law	Nagoya University Graduate School of Law	2
2. Environment-friendly and Balanced Economic Development	2-1. Strengthening Domestic Industry and Diversifying Export Products	Hiroshima University Graduate School of Humanities and Social Sciences Graduate School of Innovation and Practice for Smart Society	2
		Rikkyo University Graduate School of Business	2
	2-2. Sustainable Energy Development and Policy	Nagoya University Graduate School of Environmental Studies	1

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

(1) Operating Committee

In February 2023, the Human Resource Government Department taking comprehensively in charge of civil servant trainings was newly established under the Cabinet Secretariat of Government. This led to proposal and agreement to shifting the chairman and the implementing organization to the Civil Service Council from the current Ministry of Education and Science. Note that the Ministry of Education and Science will still be represented on the Operating Committee because it is in charge of the overall scholarship project.

JDS Mongolia has a lower job retention rate in the civil service (JDS Fellows hosted under the

new format until FY2016: 64.7%) than other countries where the JDS Project is offered. There were cases in which some JDS Returned Fellows were denied by their employers to return to their former jobs upon returning to Mongolia⁶¹. The Civil Service Council, which is expected to play a specific role in ensuring reinstatement in the civil service, was admitted to the Operating Committee in the previous phase. In 2018, a memorandum of understanding was signed between the JICA and the Civil Service Council to reinforce reinstatement measures.

The previous preparatory survey revealed that the Operating Committee member under the Civil Service Council at that time failed to help JDS Returned Fellows regain their position because the member was high-level official and was too busy. The survey team at that time made a proposal for further improvement. The present preparatory survey followed up on this case and confirmed that current Operating Committee member helps JDS Fellows by suggesting them to apply for the JDS Project and supporting returned Fellows to regain their original position. Continued cooperation is greatly encouraged.

Table 25 Operating Committee Member

Country	Role	Member
Mongolia Side	Chair	Cabinet Secretariat of Government
	Member	Civil Service Council
	Member	Ministry of Foreign Affairs
	Member	Ministry of Finance
	Member	Ministry of Education and Science
Japan Side	Vice-Chair	Embassy of Japan in Mongolia
	Member	JICA Mongolia Office

(2) Role of Operating Committee

Mongolian Operating Committee members provide a wide range of support. Their activities include approaching various government ministries and agencies to encourage applications to apply for the JDS Project, arranging a courtesy visit to the Japanese ambassador before Fellows leave for Japan, and sending letters to various government ministries and agencies informing the return of the students. They have had meetings and discussions not as a mere formality but to make the operation of the JDS Project and its application and selection processes more effective. It is hoped that they will continue to provide cooperation in the next phase and beyond.

Securing the right number of the right candidates is the JDS Project's issue. To secure such applicants as well as to adopt a recruitment policy and select final candidates, assistance of Mongolian Operating Committee members should be more eagerly sought to approach governmental bodies, and in particular, central ministries and agencies. The Operating Committee's active involvement and cooperation is vital when taking follow-up actions after JDS Fellows' return to Mongolia and creating an environment that allows them to advance their careers.

⁶¹ The number of cases which their organization refused to JDS Fellows' return to work was three in 2016, three including the case due to the loss of their organization because of the organizational reorganization in 2017, and one in 2018.

A certain percentage of JDS Returned Fellows were unable to return to their former position, and this was one of the problems in Mongolia. For core civil servants, however, the new Civil Service Law formulated in 2019 has created an environment in which temporary workers can be hired to cover for civil servants studying overseas. This facilitates their reinstatement, and the rate of returning to the job is increasing. The Cabinet Secretariat of Government and the Civil Service Council are also expected to work even more closely to approach government ministries and agencies about returning students' reinstatement to their former positions, which is an issue to be addressed by the JDS Project in Mongolia.

Table 26 Role of Operating Committee

Role	Details
Formulate the recruitment and selection plan	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 national development plan of Mongolia and general aid principles in Japan Selection principles for JDS Project in Mongolia determined in accordance with the JDS Operating Guidelines
Interview the candidates	At the third-round selection (comprehensive interview), the interviewer evaluates the potential candidate; the Operating Committee makes the final determination on candidates
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	Follow-up including strategies for utilizing JDS Returned Fellows to promote the outcomes of the project
Others	Principles to be determined when JDS Returned Fellows occur and necessary measures to be undertaken 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 In addition, respond to any necessary matters in relation to operation of the JDS scheme and make decisions as appropriate

2-1-3. Basic Plan for Sub-Programs (Master' Program)

Based on the framework discussed in the field survey from September to October 2023 and in March 2024, the Basic Plan was drafted in each of the JDS priority areas (Sub-Programs). The consultant presented it to the Operating Committee members and it will be approved in the first Operating Committee.

The above-mentioned Basic Plan outlines are not only the objectives and evaluation indicators, but also describes the role of JDS in the context of development policy of Mongolia in each JDS priority areas. In addition, it sets out the principles and a summary of the history of aid provided by Japan, and describes the initiatives undertaken by the accepting universities. The JDS Fellows for four batches will be formulated as a single package or phase. They are sent under the same

Sub-Programs/Components, Target Organizations and accepting universities for six years, in accordance with the Plan. This approach is designed to boost the policy-making and administrative competencies of core personnel and in turn enhance the policy-making capacity of Target Organizations. Table 27 is proposed applicant eligibility of the JDS Project in Mongolia. Details will be approved at the first Operating Committee of FY 2024.

Table 27 Applicant Eligibility of the JDS Project for Master’s course in Mongolia (Tentative)

Points	Details
Nationality	Citizens of Mongolia
Age	Between 25 and 45 as of April 1, in the year of dispatch
Academic Background	Possess a bachelor’s degree from universities authorized by the Government of Mongolia or other countries.
Job Category	Core civil servants (Administrative service <TZ> / Special service <TT>) of central / regional Mongolian government organizations Officers of Bank of Mongolia (BoM) / Development Bank of Mongolia (DBM)
Work Experience	Have at least (2) years of full-time work experience in the job stated above at the time of application.
Health Condition	In good mental and physical health. Candidates who cannot take all the checkup items at the health check-up of JDS selection will be disqualified.
Ineligibility	A person who fall under the following is NOT eligible to apply: <ul style="list-style-type: none"> • Has been awarded or scheduled to receive other scholarship. • Has obtained a Doctoral degree in a foreign country under the support of foreign assistance. • Military personnel registered on the active list or person alternative military service active list, and personnel on temporary leave from the active list are not eligible.
Others	<ul style="list-style-type: none"> • Candidates who attend the final selection are required to submit a “Final Check Form” Letter” from belonging organization that assure of reinstatement of the candidates to the former position upon returning to Mongolia. • Successful candidates are required to submit a “Pledge” & “Confirmation Letter” on the conditions deemed necessary as scholarship participants under the JDS Project. • JDS Fellows must understand the objective of JDS Project well and should have a strong willingness to work for the development of Mongolia after their return. • JDS Fellows are obliged to return and work within Mongolia at least two and a half (2.5) years in their belonging organizations in order to make a contribution to the development of Mongolia through their work, complying with the Act of Pledge required by the Cabinet Secretariat of Government.

During the field survey carried out in September through October 2023, the Mongolian Ministry of Foreign Affairs suggested raising of the maximum age to apply for the JDS Project. Following the revision of the Civil Service Law in 2019 resulted in raising of the civil servant retirement age to 65 and also the fact at some main target organizations, over 60% of workers are 40 years or older because these organizations preferentially hire those who have job experience, while the eligible applicant age in this phase is 25 to 39, it is agreed to make it between 25 and 45 from the

next phase onward.

2-1-4. Acceptance into the Ph.D. Program

Through the two field surveys, one from September to October 2023 and the another in March 2024, the need of Ph.D. for JDS Returned Fellows was confirmed at multiple main target organizations. Therefore, the survey team told the Mongolian government that, just like the current phase, it will additionally accept one Fellow as maximum slot per year for a Ph.D. program separated from the master's program. The Mongolian government accepted the offer.

The first Operating Committee meeting will determine how to collect and screen applications in accordance with the objectives and basic policy described below.

(1) Objectives

In addition to allowing JDS Fellows to make policy and other decisions on development issues in their respective countries from a broad point of view based on high-level knowledge and research results, the objective of the doctor's course is to develop human resources that lead international discussions as representatives of their respective countries and exert influences on domestic and foreign affairs from a global perspective by establishing a network of connections worldwide. Another objective is to develop true leaders knowledgeable about Japan in the countries by encouraging them to build and evolve favorable relationships with Japan throughout the doctor's course.

(2) Basic policy

JDS Fellows will be accepted in autumn at the second year since the project starts. Aside from the slot for the master's courses, one slot is allocated to Ph.D. Fulfilling the one slot for the doctor's courses is not considered as a goal. The slot is fulfilled only if there are appropriate candidates for the course.

(3) Form of acceptance and treatment

In principle, the upper limit to the period of support is three years⁶². The scholarship during the stay in Japan is granted in the same way as for government-financed research students in the doctor's course.

(4) How to recruit and select applications

Apart from those for the regular master's course slot, applications, recruitment and selection policy are decided by the JDS Operating Committee. Applicants are required to obtain the prior approval of their belonging organizations and the accepting university (and required documents such as guidance plans and letters of recommendation) and submit an application together with a

⁶² The period can be extended by up to six months only if it is judged that the student concerned is highly likely to obtain a doctor's degree.

set of application documents and research plans.

Applications are screened by the JDS Operating Committee. If the number of applicants is three times the acceptance slot or larger, the document screening is conducted by the Operating Committee members. Later, the Operating Committee member conducts the interview to decide final successful candidates.

Unlike the master's course, the JDS doctor's course requires final successful candidates to submit an application to the university to which they apply and take entrance examinations there. If they fail to pass the examinations, their status as the JDS final successful candidates will be revoked. This does not necessarily mean that each year four JDS Fellows are admitted to a Japanese university to study in the JDS doctor's course.

Table 28 Applicant Eligibility of the JDS Project for PhD course in Mongolia (Tentative)

Points	Details
Nationality	Citizens of Mongolia
Age	45 years old and under as of 1 st of April in the year of dispatch
Academic Background	Be a JDS Returned Fellow or others who completed a Master's course in Japan In principle, enroll in the same graduate school of the university where he or she obtained a Master's degree in Japan. In principle, have published at least one peer-reviewed ⁶³ article / paper The following applicants are included under the requirement: • an article / paper which has been accepted but not yet published. • an applicant who has a prospect for publication of a peer-reviewed article / paper A paper which has been submitted to a journal and under review. • an applicant who has a concrete plan to publish a peer-reviewed article in an academic journal in collaboration with his/her intended faculty supervisor.
Job Category	Currently employed with permanent status as: • Core civil Servant (Administrative service <TZ> / Special service <TT>) at central / regional Mongolian government organizations. • Officers of Bank of Mongolia (BoM) / Development Bank of Mongolia (DBM)
Work Experience	Have at least two (2) years of full-time work experience in the job category stated above after completion of Master's course in Japan.
Health Condition	In good mental and physical health. Candidates who cannot take all the checkup items at the health check-up of JDS selection will be disqualified.
Ineligibility	A person who falls under the following is NOT eligible to apply: • Has been awarded or scheduled to receive other scholarship. • Has obtained a Doctoral degree in a foreign country under the support of foreign assistance. • Military personnel registered on the active list or person alternative military service active list, and personnel on temporary leave from the active list are not eligible.
Others	• Receive a recommendation from the supervisor of his / her current duty office.(Nomination Letter and Reference Letter are required to

⁶³ Article that has been evaluated by other researchers as worthy of inclusion in the journals.

	<p>submit. Reference letter should contain evaluation of applicant's performance at work and relevance of his / her research theme to his / her career.)</p> <ul style="list-style-type: none"> • Have a recommendation form the expected academic adviser of the applying university (Submission of a draft academic guidance outline or a supervisory plan is desirable) • Present a research proposal relevant to the development issues of Mongolia referred to in the framework of Sub-Programs and Components. • Complete the course within, and not exceeding, three (3) years. If it is judged that the Doctoral degree is likely to be obtained, the extension up to 6 months will be accepted. • Successful candidates are required to submit a "Pledge" & "Confirmation Letter" on the conditions deemed necessary as scholarship participants under the JDS Project. • <u>JDS Fellows are obliged to return and work within Mongolia at least two and a half (2.5) years in their belonging organizations</u> in order to make a contribution to the development of Mongolia through their work, complying with the Act of Pledge required by the Cabinet Secretariat of Government. • Any level of Japanese language skill is preferable. <u>(Not required)</u>
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2-2. Obligations of Recipient Country

During the period of recruitment and selection of JDS Fellows, the Cabinet Secretariat of Government takes a main role in planning, implementation, management and supervision of the JDS Project as a chair of the Operating Committee. They ask main government organizations related to each Sub-Program for cooperation to disseminate the information about JDS and promote application.

While the JDS Fellows study in Japan, the Mongolian government 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 Mongolian government 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 Mongolian government shall hold a Reporting 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 for them to make efforts to let JDS Fellows return to their previous job or have a position in a key government organization where they can utilize their experience in Japan.

2-3. JDS Project Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement JDS from FY 2024 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. Officially, the Ministry of Foreign Affairs determines the maximum number of students and the maximum amount to be accepted each year with the approval of the Japanese government through cabinet meeting.

	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031
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 7 Implementation Process

2-4. Recruitment and Selection Methods

2-4-1. Recruitment Methods

(1) Recruitment Tools / Materials

As the recruitment tools for many potential applicants, JICE is going to utilize JDS recruitment website and SNS (JDS Mongolia FB, etc.) operated by the Agent along with the poster and flyer (the number of copies and its design will be approved by Operation Committee). Furthermore, JICE will utilize blogs, press releases on each organization’s website, in cooperation with the support by Operating Committee members and HR department in the target organizations.

Moreover, application requirements, application forms and PR materials (posters, leaflets, and website etc.) will be designed to meet the needs of applicants by adding “advice for preparing application documents” with the existing necessity information so that it can be utilized effectively by those potential applicants. Also, the advantages of studying abroad with JDS will be exposed by using comments from the JDS Returned Fellows who are currently playing active role in the government organizations.

(2) Recruitment Methods

The agent will distribute application guidelines, posters and leaflets to each ministry and organization through physical visiting for promotion. In addition to the promotion activities, the

agent will consider conducting a small scale of seminars at each administrative bodies and also recruitment seminar in the capital city for general. Besides, during the training for the officers in Civil Service Council, which is one of the main target organizations, the representative from the Civil Service Council will explain about JDS program. In promotion seminars, opportunities to study how to write research plans given by JDS Returned Fellows will be established. In this way, support will be provided such that research plans of candidates will be suitable for research at master's courses. Also, it is desirable to organize these events efficiently and effectively in conjunction with the JICA's other programs. Due to the COVID-19 pandemic, the aforementioned sessions have been conducted via online since FY2020. Online method can get a good reputation from participants because it enables flexible operation without limitation of time and place. It will be expected to utilize online method and/or "hybrid method" (combination of online and face-to-face meeting). In addition, there is a plan for a symposium hosted by JDS Alumni Association in Mongolia (JDAM). It will be described in the later section 2-7. Follow-Up. It is planned to cultivate potential applicants by inviting superiors and coworkers of JDS Returned Fellows to the symposium.

Many people use Facebook in Mongolia. PR and advertising on Facebook is so effective that JDS Mongolia has opened its official Facebook page. The JDS Returned Fellows and ministries often disseminate the information posted on an official page. Regarding this point, it is effective method to reach to target persons. The effect of having the Facebook page is apparent as many of applicants visited the Facebook page and contacted the JDS office for more information or attended promotion seminar. PR and advertising efforts on Facebook should be continued.

Moreover, through utilizing the network of the JDS Alumni Association Mongolia (JDAM), JUGAMO, JICA alumni, JICA experts who belong to ministries and government offices, application information, etc. will be reached to more potential applicants. Through enhancement of a better impression about studying in Japan based on cooperation by associated parties on the Japan side, it will be highly possible to acquire actual applicants.

2-4-2. Selection Method

Selection will be conducted in three stages: document screening by accepting university, technical interview by professor of accepting university, and comprehensive interview by the Operating Committee. Prior to the selection, guidelines for selection procedures will be formulated, which are to be approved by the Operating Committee, to select candidates according to the purpose of this project.

Additionally, in relation to the JDS Project in Mongolia, upon applying for the same, a method for applicants to choose a second-choice university has not been used thus far. When multiple accepting universities have been allocated within the same component, more superior candidates will naturally pass the exams in a prioritized manner. From this perspective, it is desirable to review the possibility of allowing candidates to choose a second-choice university.

Moreover, since the JDS Mongolia applicants tend to have low English proficiency and it is regarded as serious problem, in order to deal with it, 50 hours of English language course has been implemented since previous phase, which aims at targeting only those who have passed document screening. Implementation of English language training in the selection process will be useful as a measure of technical interviews for candidates. At the same time, acquisition of superior candidates who have given up applying for the JDS Project due to lack of English proficiency thus far can be expected. Therefore, this training will be continued in next phase.

There are cases in the JDS Project in other countries where consideration in the screening process is given to gender balance and candidates from rural areas. In the case of the Mongolian JDS Project, the JDS basic research in FY2019 showed that female successful candidates accounted for 62.8% and the program was rated high in this regard. In the current phase, too, both female applicants and successful candidates account for more than 50%. For this reason, no special consideration is given to the gender balance in the selection process for the Mongolian JDS Project. Based on the gender-related measures proposed by the Mongolian government, it will be continued to watch the gender balance and determine if gender consideration is required for the JDS Project in Mongolia.

2-5. Pre-departure and Post-arrival Orientation, Enrichment Program and Special Program

JDS Fellows are expected to contribute to solving the country's development problems as core human resources after returning home and contributing to the expansion and strengthening of friendly relations between the two countries as a good understanding of Japan. While other similar projects by other donors are being offered, it is possible for the JDS Project to be more attractive not only by acquiring a degree at a graduate school, but also by offering a program to increase added value as a JDS Project.

For this reason, in addition to high quality education and research at each accepting university, it is desirable for the JDS Project to improve the quality of existing programs such as orientation before and after coming to Japan, special programs offered by universities, joint programs, etc., and provide more opportunities useful for the JDS Fellows such as networking events during their stay and internship programs at JICA or other organizations.

2-5-1. Contents of Pre-departure and Post-arrival Orientation

In order to achieve the project goal through the JDS Fellows, it is further essential to understand the society and development experiences of Japan as background knowledge. According to results of the questionnaire subjected to JDS Returned Fellows, as for questions about pre-departure and post-arrival orientations, more than half of them responded that Japanese language trainings and lectures focusing on Japanese culture and society were useful. Therefore, (1) Lectures to understand the social and development experiences of Japan, the basic knowledge of assistance policy toward the Mongolia, (2) Programs to improve self-awareness as JDS Fellows such as courtesy call to the president of JICA, (3) Orientations with the aim of enabling them to smoothly

commence their life in Japan, (4) Programs to understand Japanese culture and language are going to be implemented.

During the pre-departure orientation program in Mongolia, likewise in other countries, JICA Mongolia Office will be requested to give a briefing on Japan's development experience and assistance policy toward Mongolia as well as projects currently implemented in Mongolia. In addition, the Agent will explain JDS Project, necessary preparations, procedures to go to Japan, introduce Japanese society and culture. In the field survey, some JDS Returned Fellows commented that they wished they had studied Japanese more during the program. Starting from this phase, the program is offering pre-departure Japanese classes and will continue to do so in the next phase.

After arrival, the gist and objectives of this project, and the roles JDS Fellows are expected to play and possibilities of coordinating with other projects will be communicated to improve recognition of participation to the JDS Project and their motivation. By incorporating leadership training and through active group work, the Fellows will be urged to have a sense of purpose as leaders and an opportunity to learn about what elements are necessary to become a leader. University faculties will be requested to give lectures on the basic knowledge of Japanese politics, economy, society, and culture.

JDS Fellows will also be given information on rules, procedures, and lifestyle in Japan. In particular, with regards to managing their safety during their stay in Japan, they will be given explanations regarding natural disasters such as earthquakes, tsunamis, typhoons and avalanches, as well as crime and traffic rules. They will gain an understanding and be prepared to spend their time in Japan safely with peace of mind. Hands-on training using anti-disaster training facilities will also be implemented.

The Japanese Language Course consists of 65-hours for pre-departure lessons and 35-hours for self-learning lessons (using the provided learning material) before departure and 35-hours for lessons after arrival. Through the course, students develop the ability to have conversations necessary for life in Japan, understand Japanese culture, lifestyle, and etiquette, and acquire communication know-how that is useful in everyday life. Acquisition of Japanese skills will not only make the student life of JDS Fellows easier but also help them create a network with Japanese people.

Opportunities for JDS Fellows to smoothly adapt to Japan will also be offered, such as workshops for overcoming culture shock in an unfamiliar lifestyle environment and to promote understanding of other cultures with opportunities to learn the experiences of JDS Returned Fellows.

2-5-2. Contents of Enrichment Program

According to the results of the questionnaire to the Returned Fellows of other countries, many of

them wanted internship opportunities in Japanese ministries and agencies, networking events with Japanese government officials, etc. as possible programs provided during their stay. Some programs have been already implemented, such as networking events with Japanese government officials conducted by the implementing agent and individual internships at the Ministry of Foreign Affairs and JICA, and it is desirable to be continued as a part of the project and further developed.

In addition, JDS Fellows had a great interest in exchange events with local communities. In the questionnaire survey conducted before the return of JDS Fellows by the implementing agent, many Fellows commented that they wanted to have more opportunities to interact with Japanese people, along with Japanese language. If those opportunities to exchange with local Japanese people and community are provided such as events coordinated with a local international communication organization and homestay programs, it will lead for the JDS Fellows to gain deeper experience of Japanese society.

In the JDS basic research conducted in FY2019, the following recommendations were made for adding value and branding so that JDS will continue to be recognized as a high-value scholarship program. As mentioned above, some programs are already being implemented, but it is necessary to promote efforts with these recommendations to differentiate JDS as a scholarship program with more distinctive features.

Table 29 Methods of added value to make JDS more attractive⁶⁴

Timing	Examples of efforts to increase the added value of the project
Before studying in Japan	Japanese language training improvement (conducted approx. 3 months)
During study in Japan	Social meetings with the JICA Issues Department, Japanese government agencies, local governments, etc.
	Lectures on Japanese development experience, Japanese politics and administration, Japanese diplomacy and Asia/Africa, and Japanese culture and society
	Leadership training
	Internships in government agencies, NGOs, companies, etc.
	Service and ceremony as a JDS Fellow (VIP visit on arrival in Japan, etc.)
After studying in Japan	Follow-up activities improvement
	Sharing and disseminating the list of JDS Returned Fellows to relevant Japanese organizations
	Online database of JDS Returned Fellows list
	Support for alumni networks
	Support for JDS Returned Fellows' research activities and their families

In addition, in the two field surveys, one in September and October 2023 and another in March 2024, there were many requests from the Operating Committee members, target organizations, and Returned Fellows for more active implementation of value-added activities such as internship

⁶⁴ Basic research (110 pages) etc. are summarized.

programs and interactions with Japanese government officials during the stay in Japan.

In response to these requests, the Mongolian JDS Project will launch an internship program and a joint overnight training program with Japanese government officials before any other countries. The effects of program implementation in Mongolia will be reviewed, and whether other countries should follow will be considered. It has been confirmed that these programs have not been carried out by any donors in other countries. Introduction of these programs therefore is expected to improve the comparative advantage of the JDS Project. In line with the JDS' goal which is to contribute to solving of development issues of Mongolia and strengthening of the bilateral relationship, it will be considered the program implementation first in government ministries and agencies in Japan. At the same time, it has recognized through the field survey that the Mongolian government wanted an internship program at private sector companies in the relevant fields and also wanted to use an internship program, even if it was not at a government ministry or agency, as an opportunity to learn about Japanese office culture. For this reason, it will be considered receiving Fellows not only at government ministries and agencies but also at private sector companies, foundations, and NGOs.

Table 30 Enrichment Programs in Japan which will be newly introduced to JDS Mongolia

	Schedule	Objectives and expected effects
Internship Program	During Summer Vacation (One month at longest)	<ul style="list-style-type: none"> • To maintain and develop the network they created at an exchange event with government officials by especially competent JDS Fellows • To apply what was learned in similar tasks in Japan after returning to Mongolia • To create greater visibility for the JDS Project at each organization
Joint Overnight Training Program with Japanese Government Officials	2 Nights and 3 Days	<ul style="list-style-type: none"> • To create a long lasting, close relationship with Japanese government officials through a shared two-nights-and-three-days training program in Japan • To create greater visibility for the JDS Project by talking about its significance and usefulness by the Japanese government officials • To deepen their understanding of that area and motivate themselves to apply what they learn in Japan after returning home through Mongolian Fellows participating in discussions and making a study result presentation in their specialized area

2-5-3. Contents of Special Program

The accepting universities will engage in extra activities for JDS Fellows in accordance with the needs of their country and development issues taking into consideration circumstances of JDS Fellows in addition to the existing university program.

The special program consists of the following aims.

- (a) To solve development issues in the relevant countries, JDS Fellows learn about practical

knowledge and experiences through more practical and specific cases.

- (b) Through special program activities, JDS Fellows or related organizations in the relevant countries build a network for future activities of researchers and organizations from Japan and overseas.
- (c) JDS Fellows will gain the necessary support within a limited period to engage in school research and smooth communication with related persons, and to attain their goals.

Accepting universities have already implemented field trips and seminars both in Japan and abroad by utilizing the special programs. Among them, field trips were particularly highly evaluated in the questionnaire to the JDS Returned Fellows. Many universities suspended their field trips after 2020 due to the novel coronavirus, but on May 8, 2023, it was downgraded by the Japanese government to Class 5. In line with this change, it is important to encourage the accepting universities to use the special program and that the implementing agent provides appropriate consultation so that these accepting universities can provide beneficial programs that can contribute to the objectives above.

2-6. Monitoring, Guidance and Counseling

2-6-1. Implementation System

A coordinator of the implementing Agent is assigned to each university, which accepts the JDS Fellows in order to build a good relationship with faculty members and staff of the university and to respond to the Fellows promptly in case of emergency. In case the university is located in a provincial city, a responsible person is assigned in the nearest branch of the Agent.

2-6-2. Guidance and Counseling

The coordinator provides advice for the JDS Fellows with regard to their campus life and daily life after they arrive in Japan until immediately before they leave Japan. In addition, the responsible person assists the Fellows by arranging for accommodations, assisting them to go through a procedure for notifying moving-in, to enter the national health insurance plan, to get insurance coverage, and to vacate housing, etc.

2-6-3. Monitoring

In order to check the efficient implementation of the Project, it is necessary to understand the condition of the academic and daily life of the JDS Fellows under the project. For appropriate monitoring, a good relationship needs to be built with the university staff to receive information of the Fellows on a daily basis. In addition, it should be prepared to have an opportunity to have an interview with the Fellows regularly to understand their academic and daily life, and provide necessary support in an appropriate timing.

In particular, regular monitoring system by one-on-one interview helps to find the Fellows'

problem in an early stage, which normally cannot be seen on daily life, and problems such as the incompleteness of academic courses and aggravated physical condition can be prevented by this system. Furthermore, good practice such as distinguished academic research accomplishments can be found through regular interviews, and they are reported as the result of the project through periodic and other public relations reports on the project.

Regular monitoring is carried out using the monitoring sheet. The sheet has comments from the Fellow, monitor, and instructor so that a single sheet allows grasping of the situation of each Fellow.

If a JDS Fellow has a health concern, the implementing agent contacts the Fellow frequently and supports the Fellow until the concern is resolved by working with local medical services and involved government workers. In FY2023, there were cases where a monitor from the agent detected health problems of a Cambodian Fellow and Kyrgyz Fellow, respectively, early on to stop their conditions from worsening. In these cases, accurate and quick actions by an agency are essential.

2-6-4. Response in Case of Emergency

A support system is established with the assistance of call centers in the private specialized company to respond to the JDS Fellows with regard to their health problems and other life-related problems during nighttime, weekends and holidays, and during the year-end and New Year holidays.

In order to make sure that this system works properly in emergency situations, it is important to start regular drills about three months after JDS Fellows arrive in Japan to train all JDS Fellows to quickly report their safety status. When an earthquake that measured the maximum 7 on the Japanese seismic intensity scale occurred in Ishikawa Prefecture (Noto area) in January 2024, safety status of JDS Fellows was instantly tabulated and was reported to JICA. Development and maintenance of such a system is important.

2-7. Follow-up

The objective of JDS is “To contribute to solving of development issues of Mongolia and strengthening of the bilateral relationship through the human resource development for solving development issues of the county and build human networks between the Japanese government and the government of the country, by supporting young government officials who are expected to play an important role at the central government in the county in the future to obtain degrees (master’s or Ph.D.) at accepting universities.” In order to achieve this, it is necessary to work on their acquisition of specialized knowledge, research activities, and construction of personnel network through studying in universities in Japan as well as various follow-up activities for JDS Fellows who are studying in Japan and those who returned home. In Mongolia in particular, where the level of worker mobility is high due to frequent restructuring of government ministries and

agencies, monitoring the career paths of JDS Returned Fellows leads to understanding the effectiveness and viability of the JDS Project and the extent to which the goals have been achieved. Whether follow-up activities can be effectively taken depends very much on the understanding and cooperation of the Mongolian government and parties concerned with the project, and subjective efforts.

The first batch of JDS Fellows from Mongolia arrived in Japan in 2002. As of January 2024, 375 Fellows have gained a degree and returned to Mongolia. There are a larger number of JDS alumni in organizations such as the Bank of Mongolia, the Ministry of Economic and Development, the Ministry of Finance, the Financial Regulatory Commission, the National Statistical Office, and the Ministry of Labour and Social Service⁶⁵. They are active in their respective workplace, capitalizing on their study experience in Japan. In order to achieve the goal of the JDS Project, continued support is necessary for JDS Fellows after returning to Mongolia so that they can be hired or promoted to a position that contributes to strengthening bilateral relationship and development of Mongolia.

The JDS Alumni Association Mongolia (JDSM) is active in Mongolia. When it was re-formed in 2015, a big reception was held, and at the same time, a memorandum of understanding was signed among three parties; the JDSM, the JICA, and the JICE, to confirm their agreement to continue and support the JDSM's activities⁶⁶. In 2017, the JDSM organized a joint networking event in partnership with the JICA Alumni Association⁶⁷. In 2018, an Enhanced Networking event was held and attended by over 100 JDS Returned Fellows. The association also launched a fundraising campaign to raise money for victims of torrential rain that hit western Japan. Although large events could not be held during the pandemic, in 2023, the JDSM held a reunion party where 90 people or so joined as well as social events to strengthen its network. The JDSM arranges small meetings for members to catch up on each other's news and actively organizes a variety of other activities.

In FY2022, the follow-up seminar was introduced as a part of the JDS Project. During supervisors from the accepting universities, Saitama University, International University of Japan, and University of Tsukuba, visited Mongolia to carry out the technical interview, they gave lectures to JDS Returned Fellows and a get-together party was also held.

Furthermore, Facebook, which has with many users in Mongolia, has been proactively used for follow-up activities as well. The JDS Mongolia Facebook official page is fixed as an agile tool for enhancing the network of JDS Returned Fellows. Specifically, the aforementioned tools will be used for guidance for events, such as seminars and reporting sessions, reporting on alumni association activities, and sharing of case examples for performance by JDS Returned Fellows. Furthermore, as proposed through the JDS basic research in FY2019, current lists for JDS

⁶⁵ There are 55 or more JDS Returned Fellows in these organizations.

⁶⁶ JICE, <https://www.jice.org/news/2016/04/post-218.html>

⁶⁷ JICE, <https://www.jice.org/news/2017/06/post-260.html>

Returned Fellows shared by JICA and the Embassy of Japan in Mongolia will be compiled to form an online database. Such database list will be effective for creation of a system that allows associated parties on the Japan side to collaborate with JDS Returned Fellows easily.

Moreover, the JDS Project was open to the private sector when it was first launched in Mongolia and many of JDS Returned Fellows in the private sector have achieved a career success. This is what distinguishes the JDS Project in Mongolia from those offered in other countries. The JDSM will surely contribute to enhancing public-private partnership in Mongolia by strengthening a network of JDSM alumni from both public and private sectors.

In the field survey carried out in September and October, 2023, multiple organizations including the Mongolian Ministry of Foreign Affairs mentioned that alumni association activities should be further promoted to create an opportunity to collect information and strengthen collaboration between administrative organizations. Returned Fellows who were promoted after returning to the country are too busy to join all alumni events. Therefore, the association should work to create additional value to their activities by not only gathering alumni but also contributing to problem solving and policy formulation. In response to this, as shown in the table below, the JDS Project will launch follow-up activities.

Table 31 Follow-up activities which will be newly introduced to JDS Mongolia

	Schedule	Objectives and expected effects
Program-specific Subcommittee Meetings	Half day	• To make a presentation on their progress in solving development issues and to help with team-building by Returned Fellows working on issues in the same field
Symposium organized by JDSM	Half day	• To create visibility for the JDS Project and encourage potential candidates to apply for the program and to develop closer horizontal and vertical relationships among Returned Fellows by introducing career paths of JDS Returned Fellows, introducing the alumni association's activities, suggesting solutions to development issues, and introducing experience sharing in Japan.
Networking Seminar for JDS Returned Fellows (Online)	Half day	• To create closer horizontal and vertical relationships among JDS Returned Fellows by making a presentation on anecdotes of contributing to policy formulation and development or contributing to enhancement of the bilateral relationship

As for the network seminar for Returned Fellows, joint implementation with the participation of all countries should be considered with the goal of establishing a global relationship among JDS Returned Fellows.

In the field survey, respondents also expressed their expectations for stronger collaboration among Returned Fellows across fields. For the future, it will be considered to use Mongolian development issues as a theme and develop workshop plans to discuss solutions to these issues in multiple components across different fields.

2-8. Japanese language category

In the JDS Preparatory Survey for the academic year 2020 in other countries, we explored the possibility of offering a Japanese language category in the JDS Project. If a Japanese language category is offered in the JDS Project, we can nurture and develop JDS Returned Fellows to become truly pro-Japanese and they are likely to become our counterparts who have a good understanding of Japan. Following the survey, we came to the conclusion that a Japanese language category would not be provided as a fixed category, but if there was a need for such a category or if such a category would benefit JDS Fellows after their return to their home countries, we would consider acting flexibly depending on whether there were applicants who would meet the eligibility criteria. Based on this policy, we conducted a survey to find out whether target organizations in Mongolia need a Japanese language category and who the more effective target groups are.

2-8-1. Examination from a Diplomatic Point of View Related to Learning and Mastering Japanese Language and the Acquisition of Degrees

(1) Significance of Learning and Mastering Japanese Language

To provide foreigners with opportunities for Japanese language education, thereby expanding the range of Japanese learners, is remarkably effective⁶⁸ for enhancing interest in and understanding about Japan in foreign countries, and it is the first step for fostering pro-Japanese persons who are knowledgeable about Japan. Furthermore, in order to more deeply understand Japanese policy purposes, the Japanese way of thinking, Japanese culture, and Japanese society behind such Japanese policy purposes, knowledge about the Japanese language is an important element. Reinforcing Japanese language training for foreigners (e.g., government officials and diplomats) who become foreign partners with Japan is considered to be significant for enhancing the bilateral relationship and fostering pro-Japanese persons who are knowledgeable about Japan.⁶⁹

Moreover, in light of the viewpoint of public diplomacy, while expanding a range of pro-Japanese persons who are knowledgeable about Japan, Japan's soft power effectiveness will be continuously extended while relevant personnel stay in Japan and even after they have returned home. In order to do so, it is important to increase personnel who are able to have sufficient listening comprehension and speaking abilities (apart from whether or not their level of Japanese has reached the academic level).

(2) Acquisition of Degrees in Japanese Language

In addition to (1) above, acquiring degrees in the Japanese language allows relevant personnel to be able to have deep discussions and think beyond the daily conversation level (including in

⁶⁸ Report in the Council on the Movement of People across Borders of the Ministry of Foreign Affairs of Japan in 2008: "Improvement of Japan's Presence through Dissemination of Japanese Language—For Construction of Intellectual Infrastructure to Promote Economic Growth"

⁶⁹ Research Committee on International Economy and Foreign Affairs, the House of Councillors, the National Diet of Japan in 2019: "Research Report on International Economy and Diplomacy"

specialized fields) and to expand the range of communication with Japanese people (including experts of the said fields). Therefore, they are expected to considerably contribute to construction of a firm network involving international students and Japan, thereby contributing to further enhancement of the bilateral relationship and fostering of pro-Japanese persons who are knowledgeable about Japan.

Furthermore, as a significant reason for implementing Japanese courses through JDS, in addition to (1) above, JDS targets government officials who contribute to policymaking. As described above, through the synergistic effect of “specialized field × Japanese language,” it is expected that a firmer network will be constructed involving international students (= government officials) and Japan (including specialists and government officials in the same field). Due to promotion of the gigantic “Belt and Road Initiative” trade bloc, establishment of the Confucius Institute,⁷⁰ and the like, the Chinese government is spreading its influence worldwide. In the midst of this, as one of the proposals for a strategy unique to Japan, through JDS Japanese courses, fostering a small but powerful group of core personnel who are truly familiar with Japan and have a firm relationship with Japan is considered to be remarkably significant in terms of diplomatic significance, project outcomes, and added value.

(3) Other

Even when certain international students acquire degrees in English because it is difficult to obtain degrees in Japanese, by sufficiently supplying opportunities for studying Japanese, such students will become more strongly interested in soft power, such as Japanese culture and tradition. Moreover, in relation to their specialized fields, they are expected to contribute to the construction of a firm, continuable (even after returning home) network with experts, government officials, etc. in the same fields. As a result, it seems that it is possible to contribute to enhancement of a bilateral relationship and fostering of pro-Japanese persons who are knowledgeable about Japan.

2-8-2. Needs survey of target organizations

Only three of the nine organizations that responded to the questionnaire sent to the main target organizations answered they have staffs who speak Japanese. In addition, four organizations indicated a need for a master's degree in Japanese, however only one of these organizations indicated that they have staffs who speak Japanese. On the other hand, in the question “How long does your organization allow staffs to take a leave of absence to take Japanese language class”, more than half of the institutions indicated “Less than half year”.

It would be difficult to revive the Japanese language category in Mongolia, because there are only few staffs with enough Japanese language skills to obtain a degree in Japanese, and long-term

⁷⁰ Establishment of the Confucius Institute is a national project of the Chinese government for promotion of internationalization regarding the Chinese language education and introduction of Chinese culture that began in 2004. There are Chinese language education institutions established in many nations around the world (550 locations of 162 countries). Such institutes have been established within 15 universities in Japan. In August 2020, the U.S. government stated to the Confucius Institute that “the Confucius Institute would be designated as an institution of a foreign government, as is the case with foreign embassies.”

leave for Japanese language training is not allowed. On the other hand, since Japanese language training has been introduced in this phase, both before and after arrival in Japan, it should be continuously examined the effects of the introduction of this training.

Chapter 3. Evaluation of the JDS Project and Recommendation

3-1. Consistency between JDS Project and Development Issues / Country Assistance Policy

Based on the development plan of Mongolia and the current situation and problems of each sector, the consistency of JDS and Mongolia's development plan was analyzed as follows.

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

As mentioned earlier, the “Long-term Sustainable Development Vision of Mongolia 2016–2030” has been implemented in Mongolia, with the following four pillars: (1) Sustainable economic development, (2) Sustainable social development, (3) Green development, and (4) Governance and business environment. In addition, the “Vision 2050,” a long-term development policy for the period up to 2050, has approved by the State Great Hural (Parliament) in May 2020. In the Vision 2050, Measures to achieve nine goals, including economy, governance, green growth, and urban development, will be taken in three periods: 2020–2030, 2031–2040, and 2041–2050. An additional medium-term plan called the New Recovery Policy, released in late 2021, seeks to ensure more effective implementation of the Vision, while mitigating the negative socioeconomic impacts of the COVID-19 pandemic and further assisting for strengthening economic independence of Mongolia. The JDS development issues are aligned with the priority areas identified in these development policies as follows.

(1) Strengthening of Governance toward the Realization of a Sound Macroeconomy

In recent years, public debts have sharply increased due to expansionary fiscal policies in Mongolia, and budget deficits to GDP was 17% in 2016⁷¹. As a result of the aforementioned examples, a critical situation occurred. Mongolia has also suffered from COVID-19, which has had a negative impact to its society and economy. In order for the Mongolian Government to overcome its economic and financial difficulties and to attempt medium- and long-term economic growth and stability in the future, governance enhancement has been sought for through: (i) stable macroeconomic management; (ii) policy management to ensure that all citizens in Mongolia receive the benefits from economic growth. One of the measures based on “Long-term Sustainable Development Vision of Mongolia 2016-2030” is a “sustainable economic growth.” Macroeconomic policy and business environment arrangement have been established as important issues. Moreover, even in relation to the “economy” development goal of “Vision 2050,” a sustainable macroeconomy that also bears risks has been established as a goal. In “Vision 2050” and “New Recovery Policy” improvement of efficiency and transparency for administrative services are expressed. The JDS Project can be positioned to support solutions to the aforementioned issues.

(2) Environment-friendly and Balanced Economic Development

⁷¹ Ministry of Foreign Affairs of Japan, “Rolling Plan for Mongolia”

Diversification is a key issue for the Mongolian economy, which largely rely on mineral exports. Mongolia needs to find ways to generate human resource development and employment opportunities geared toward sustainable economic growth that is independent of the mining sector. The Economy development goal set out in the Vision2050 also nominates diversification as a key economic objective. The Vision2050 also calls for a sharper focus on introducing renewable energy, promoting energy-saving, and enhancing energy efficiency to provide the energy supplies needed to underpin new forms of economic growth. Indeed, green growth is nominated as one of the nine targets of Vision2050.

3-1-2. Conformity with Japanese Development Cooperation Policy to Mongolia

The Country Assistance Policy for Mongolia formulated by the government of Japan in December 2017 adopted “Supporting the effort toward poverty reduction through sustainable economic growth” as its overall goal and identified three priority areas for mid-term goals: 1) Sound macroeconomic management and strong governance, 2) Environment-friendly and balanced economic development, and 3) Realization of inclusive society. In order to address the development issues listed below, the JDS Project is regarded as a project that seeks to develop the competencies of key personnel at the government authorities with responsibility for the relevant fields. The JDS Project is relevant to the assistance policies of both Japanese government and the JICA.

Priority areas and development issues of 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 (Figure 8).

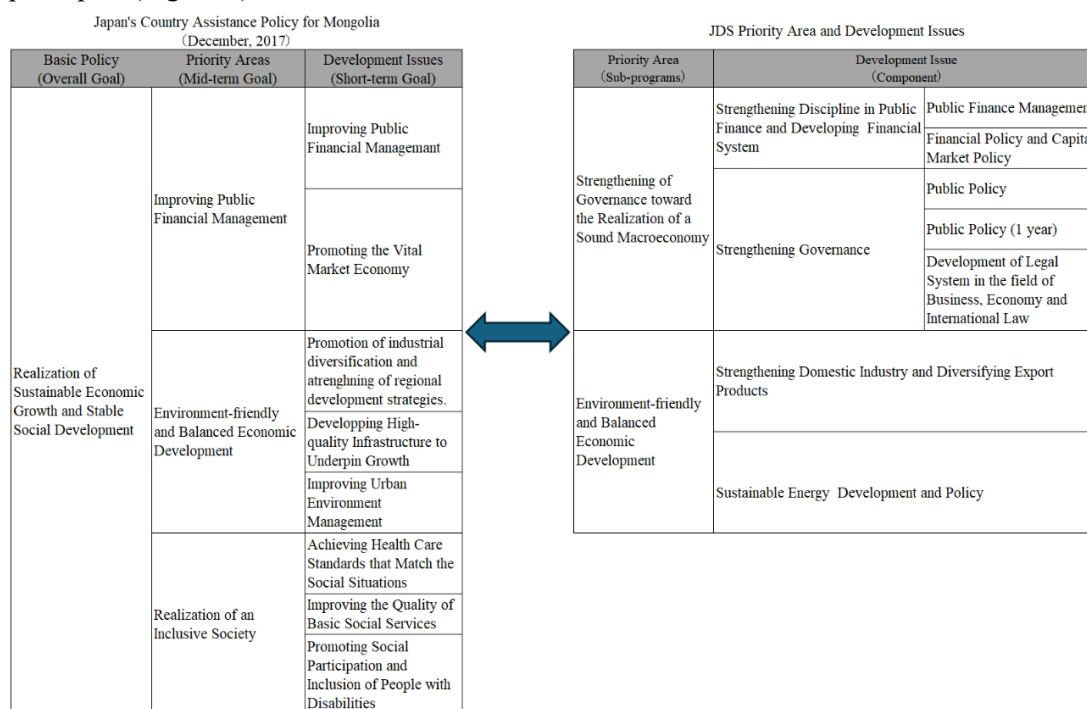


Figure 8 Relevance between Japan’s Aid Policy to Mongolia and JDS Framework

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 \$1,315⁷² 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 \$4,260 per capita⁷³, and as such is considered a lower-middle income country in the World Bank classifications. However, with a population of just 3.4 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 had been provided both IDA interest-free loans and low-interest loans through the International Bank for Reconstruction and Development (IBRD). Mongolia graduated IDA interest-free loans in 2020⁷⁴

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,⁷⁵ with a particular focus on the following three aspects of “Mongolia Assistance Policy”.

(1) Foreign / Diplomatic Relations

The JDS Project is designed primarily for the benefit of younger civil servants 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 alumni 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.

The economic partnership agreement (EPA) between Japan and Mongolia came into force in June 2016 (the first such agreement entered into by Mongolia). It will give a significant boost to bilateral economic relations. In the “Japan-Mongolia Mid-term Action Plan for a Strategic Partnership (2017 through 2021)” signed between Japanese and Mongolian prime ministers in

⁷² World Bank <https://ida-ja.worldbank.org/ja/financing>

⁷³ World Bank <https://data.worldbank.org/country/mongolia?view=chart>

⁷⁴ International Development Association <https://ida-ja.worldbank.org/ja/about/borrowing-countries/ida-graduates>

⁷⁵ "On the Effective Utilization of Grant Assistance by Recipient Countries with Relatively High Income Levels," Ministry of Foreign Affairs, April 2014

March 2017, the Japanese government pledges to promote the creation of a people-to-people network between the two countries by providing support, through the JDS Project, to Mongolia's efforts to develop its human resources who will contribute to successfully dealing with its national development issues.

In addition, a Japan-Mongolia Summit Meeting was held on November 29, 2022 to commemorate the 50th anniversary of diplomatic relations between Japan and Mongolia, producing a Joint Statement on the Special Strategic Partnership for Peace and Prosperity between Japan and Mongolia. The Statement includes the Japan-Mongolia Action Plan 2022–2031, which calls for concrete support for human resource development programs to drive component solutions in Mongolia, primarily via the Project for Human Resource Development Scholarship (JDS), along with support for personnel networking initiatives. These are seen as part of the broader drive to identify and nurture the future leaders and supporters of the bilateral relationship. Follow-up actions to be taken through the JDS Project subsequent to the agreement between the prime ministers will make the bilateral relationship even stronger. Therefore, 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 is a democratic country that occupies an important position in geopolitical terms. Diplomatic policy in Mongolia is driven by the need to balance the interests of its nearest neighbors, China and Russia. Mongolia has sought to develop relations with its "third neighbor" without becoming overly dependent on the both neighbors. Particular emphasis is put on relations with Japan⁷⁶. The economic growth of Mongolia, which is an extremely pro-Japanese country, will contribute to the peace and stability of the Northeast Asia, which is closely linked to Japan's security and 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. 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 Weakness

Mongolia currently boasts a GNI figure of \$4,260 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. In addition, achieving sustainable economic growth through a steady process of financial reconstruction requires consistency and stability in macroeconomic

⁷⁶ Ministry of Foreign Affairs, <https://www.mofa.go.jp/mofaj/area/mongolia/data.html#section1>

management. At the same time, it is also important to have policy management that allows all sections of the populace to equally benefit from the economic growth. JDS Project which provides human resource development and skills development for government officials are an ideal fit for Mongolia, as the Project will address these economic vulnerabilities, and also help Mongolia to achieve industry diversification along with economic and political stability.

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.

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

3-2-1. Identifying Relationships with Other JICA Cases and Considering the Feasibility of Collaboration with Them

(1) Role Allocation with Other JICA Programs for Studying Abroad

Twelve JICA scholarship projects are carried out in Mongolia, of which each Training Programs for Human Resources Development are available in limited areas and they are different from the JDS component for next phase. The SDGs Global Leader Program has included the same target organizations as JDS, such as The State Great Hural Parliament of Mongolia, Cabinet Secretariat of Government, Ministry of Finance or Ministry of Economy and Development, however, its target area is not limited. Therefore, it will be possible to comprehensively engage in issues affecting civil servants in Mongolia if JICA will make accommodations so that relevant personnel will be dispatched with a central focus on areas which the JDS Project does not contain in the future.

Furthermore, as far as the JDS Project is concerned, in light of the project purpose of fostering core personnel for central ministries and government offices, development of personnel who contribute to formulation of policy drafts in the center of governmental power will make strategic progress in the future. In this way, it is also important to attempt differentiation from other projects.

(2) Collaboration with Other JICA Cases

The JICA tirelessly has undertaken technical cooperation, financial assistance, private sector collaboration, citizen participation projects, and other projects in a wider range of fields in Mongolia. These fields include macroeconomic management, enhanced governance of public administration and finance, industrial diversification, infrastructure development, the environment, health, education, and support for people with disabilities. In JICA technical cooperation projects which was implemented recently, those who are highly relevant to the JDS Project's components for the next phase are summarized in the table below. Both the JICA projects and the JDS Project can be far more effective through overseas transfer by the JDS of those involved in the JICA projects and/or JDS alumni's participation in the JICA projects.

Table 32 Prospective JICA Technical Cooperation Project to be Carried out in Partnership with JDS

Project	Organization
Project of Phase II for Enhanced Function of Mongolia-Japan Center for Human Resources Development for Capacity Development and Networking of Business Persons	<u>National University of Mongolia</u>
Project for the New Tax Law Enforcement by Strengthening Capacity of Implementation of Mongolian Tax Administration	<u>General Department of Taxation</u>
Project for Strengthening the Government Capacity of Public Investment Plan	<u>National Development Agency (Ministry of Economy and Development) / Ministry of Finance</u>
Project for Enhancement of the Fair Competition Environment in Mongolia (Phase2)	<u>Authority for Fair Competition and Consumer Protection</u>
Capacity Development Project for Air Pollution Control in Ulaanbaatar City Phase 3	The Air Pollution Reducing Department of Capital City, <u>Ministry of Environment and Tourism (MET)</u> , <u>Counterpart Working Group</u>

Note: Underlined are the main target organizations of JDS

3-2-2. Measures to be taken with each indicator toward the achievement of JDS Project goals

The effect of the human resource development program is expected to manifest itself in the long term. Therefore, the project goal which is to be reached at the completion of the project, is that “To contribute to solving of development issues of Mongolia and strengthening of the bilateral relationship through the human resource development for solving development issues of the county and build human networks between the Japanese government and the government of the country, by supporting young government officials who are expected to play an important role at the central government in the county in the future to obtain degrees (master’s or Ph.D.) at accepting universities.” In addition, overall goal is “To improve the capability of the administrative organizations involved in policy formulation through the human resource development provided in the project” through the effective use of the knowledge and experience acquired by the Returned Fellows to their organization. Through these, it is expected ultimately “to contribute to solving the development issues of their home country.”

The appropriateness of implementing the JDS in Mongolia will be evaluated on the basis of this preparatory survey, and will eventually be reviewed whether the project will implement from 2024 in Mongolia by the Japanese government. It is, however, necessary for the Mongolian government dispatching JDS Fellows to provide support during their study and after their return and, in addition, for the accepting universities to provide a curriculum that makes contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the project goal will continue to be promoted.

The following indicators used to measure the achievement of the project goal are common to all

Components in view of the perspectives mentioned above.

- Ratio of JDS Fellows who have obtained master's degree and PhD degree in the case of relevant international students
- Enhancement of the capacity of JDS Returned Fellows on analysis, policy making and project operation/management
- Policy formulation and implementation by utilizing the study outcomes of JDS Returned Fellows

With respect to the indicators of “Ratio of JDS Fellows who have obtained master's degree and PhD degree in the case of relevant international students” and “enhancement of the capacity of JDS Returned Fellows on analysis, policy making and project operation/management,” 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 Department in the organizations that are consistent with each Sub-Program and Component as well as the human resources that match the intent of the project at the time of recruitment; 2) Selecting JDS Fellows on the basis of academic knowledge, relevant work experience, basic quality, 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.

Regarding the other indicator, “policy formulation and implementation by utilizing the study outcomes of JDS Returned Fellows,” it is desirable to make efforts so that Returned Fellows are able to utilize the knowledge and capabilities acquired 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 Fellows 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. Initiatives such as program-specific subcommittee meetings as outlined in 2.7 Follow-Up will be used to identify and address component solutions in Mongolia.

In addition, it is integral to monitor how the JDS Fellows' experience in Japan will be utilized in their professional careers after returning to their country over the mid to long term in order to evaluate the effectiveness of the JDS Project. Through the monitoring, it is required to conduct follow-up activities necessary for producing project outcomes and support JDS Fellows to further develop their professional skills and expand the networking. Appropriate follow-up activities 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 Mongolia.

3-3. Comparison with Other Scholarship Programs Provided by Other Donors

The JDS 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. Based on these factors in terms of JDS Mongolia are summarized as shown in the table below:

**Table 33 Examples of Factors that Affect the Achievement of JDS Mongolia
(Findings from JICA Basic Research)**

Items	Contributing Factors	Inhibiting Factors
Recruitment, selection, before coming to Japan.	<ul style="list-style-type: none"> • Highly transparent selection • University faculty members conduct local interviews and contribute to the selection of appropriate human resources. • Acceptance field meets development needs • Recommendation for application by the partner government 	<ul style="list-style-type: none"> • work experience is required • Limited target organizations / fields • Long selection period • There is little pre-training for improving English • There is no training to learn Japanese culture and language • Strict rules during study abroad
During the arrival in Japan	<ul style="list-style-type: none"> • Providing high-quality educational opportunities in Japan • Living support for students 	<ul style="list-style-type: none"> • Low awareness by Japanese ministries
After returning home	<ul style="list-style-type: none"> • Building a network between Returned Fellows and the accepting universities • There are regulations for returning to work. The Japanese government is working on the appropriate allocation of Returned Fellows to the partner government 	<ul style="list-style-type: none"> • Undeveloped mechanism for Japanese government and companies to utilize Returned Fellows • As there is no way to obtain information from Japan, it is difficult to have an identity as a "JDS Returned Fellow."

In Mongolia, the Australia Awards in Mongolia (AAM) and Korea International Cooperation Agency (KOICA) have the scholarship programs which includes civil servant applicants and are widely known to targeted ministries and government offices. Details on the comparative advantages between the JDS Project and AAM and KOICA have been organized in the following Table.

Table 34 Comparative advantages between the JDS Project and the Australia Awards in Mongolia (AAM)

	JDS	AAM	KOICA	Comparative Advantage
Implemented countries	19 countries	About 20 countries (In Africa, the number is going to increase)	47 countries	—
Starting Year	2001	1993	—	—
Targeted Degree	Master · Ph.D.	Only Master (due to budget restriction)	Master (Until completing the all course. Obtaining master degree is paid by KOICA Fellows)	Advantage
Period	2 Years	—	1.5 Years	—
Targeted job category	Young civil servants (only TT & TZ)	50% civil servants 50% private sector & NGO	Civil Servants A part of job category is organized for NGO	—
Other criterions	Between 25 and 39 years old(Master) Younger than 45 years old (Ph.D.) 2 years of full-time work experience	Target age is older than 18 (no upper limit) Work experience (over 2 years) GPA (over 3.0)	—	Disadvantage
Slot	15 slots for Master 1 slot for Ph.D. The slot will be less fluctuated by budget	15 slots for this year (20 are expected next year) The slot will be fluctuated by budget	16 slots for last year The slot is not fixed every year, competition among applicants from 47 countries	Advantage
Language skill	TOEFL iBT60(ITP500) or IELTS 5.5 are recommended	Higher than IELTS 6.0	—	Advantage
Accepting University	8 universities Between 1 and 2 university is fixed for each component based on focus area	Successful candidates will find their desirable university from 42 university and 22 thousand courses	24 universities Accepting university and the slot are fixed along with each program	—
Scholarship	Travel expense for round trip, tuition fee, living expense, etc.	Travel expense for round trip, tuition fee, living expense, etc. Arrangement for family visa Tuition free for those who are enrolling at a national school under 18. 85% support for nursery school	Travel expense for round trip, tuition fee, living expense, etc.	Disadvantage
Special Budget	Providing 'The budget of special program' to accepting university	—	Research funds can be supported	Advantage
Trainings	50 hours English training (successful candidates of first selection) 100 hours Japanese training (final successful candidate)	Language training in the middle of October (only those who have IELTS 6.0. Between 16 ~ 20 o'clock) Writing thesis training in the middle of November (all, all day)	—	—
Enrichment program	Reception party Exchange meeting with Japanese government officials	—	—	Advantage
Alumni Event	· Voluntary management by JDS Returned Fellows or the agent · Annual interacting event	· Initiated by the Moozies Interacting events about three or four times a year · Leadership training program for women (8 months) · Networking event in AAM implemented countries (Mongolia and 7 South Asian countries) · The participants will be decided by open application of AAM Returned Fellows	Seminar implementation (about three times a year) Voluntary activities Networking event	Disadvantage

One of the major comparative advantages of JDS is that 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 and reappointment to their original job posts after their return, give the JDS Project a comparative advantage over other donors. Though the average completion rate of Japan's master's program for the past 10 years (2008-2017) is 87.8 percent, that of JDS is 98.7 percent⁷⁷ for the past 20 years. Regarding this high completion rate can be proud as comparative advantage considering that most JDS Fellows are full-time civil servants. Furthermore, the reinstatement support by the Agent after their return also can be raised as comparative advantage.

In hearings and questionnaires of the main target organizations in this survey, many organizations mentioned that other key destinations for international students on scholarships included Australia, Korea, the U.S. and we confirmed that civil servants at some of the ministries and agencies had quite a number of options. In particular, nearly all of them mentioned the Australian government scholarships, noting that the absence of age restrictions for applicants and the generous family allowances compared favorably to the JDS Project offering. In interviews with other donor recipients, we found that China and South Korea were also viewed favorably due to their relative proximity. Most of the main Target Organizations were looking to JDS to provide networking with Japanese government officials; good quality of education in the accepting University (program, professors, facilities etc.) in Japan; and contribution to capacity building for organization.

JDS provides the opportunities to interact with relatives from Japanese ministries, mid-term training and JICA Development Studies Program which are valuable to an administrative official. Moreover, JDS selects and offers accepting universities in accordance with the development issues in Mongolia. Including the further improvement of positive factors, it is important to establish an advantage between potential applicants and HR managers from each ministries by exposing the positive factors widely.

On the other hand, there are some disadvantages of JDS, such as the age limitation, scholarship and follow-up.

The upper age limit for the scholarship was lower than that of scholarships in other countries, and the Mongolian side requested the raising the age limit. It is hoped that raising the upper age limit from 39 to 45 in the next fiscal year will encourage more talented individuals to apply. In addition, regarding the content of the scholarship, AAM has an advantage in providing generous support for accompanying family members.

Follow-up activities for Australian scholarships are based on the "Australia Global Alumni Engagement Strategy 2016-2020." This is a comprehensive alumni strategy for all alumni of Australia Awards Scholarship, and alumni are considered to be an important human resource in

⁷⁷ Master's degree acquisition rates in 13 countries targeted for JICA basic research in 2019.

Australia's diplomacy, business and public relations for returning students active in every country in the world. Based on this strategy, the establishment of an online community, the calling of graduate ambassadors, the fostering of connections among researchers, and the organization of digital libraries for returnees are strengthening the network and promoting exchanges all over the world.

In comparison, follow-up activities at JDS are left to the voluntary activities of each JDS Fellows and alumni associations in each country. Starting from the next phase, we will take the initiative in Mongolia ahead of other JDS countries by introducing new follow-up activities such as program-specific subcommittee meetings, symposium organized by JDSM, and networking seminar for JDS Returned Fellows (Online). We will look to generate greater outcomes within the JDS framework, primarily through alumni activities and other follow-up activities involving JDS Returned Fellows, and by using the Agent more effectively to promote networking with JDS Returned Fellows.

3-4. Project Evaluation Indicator Data

3-4-1. Indicators for Outcome and Impact of JDS Project

Following table lists the indicators used to assess the outcomes and impacts of the JDS Project in Mongolia. An impressive 98.6% of JDS Fellows from Mongolia have been successful in obtaining a degree through JDS. Government officials account for 47.2% of JDS Returned Fellows, and this figure rises to 64.8% if limited to the new format. Around 32.5% of JDS Returned Fellows are working at heads of division level⁷⁸ or above (28% under the new system).

⁷⁸ The classification of government positions was reconfirmed, and the calculation method was revised by this survey team. With the method used in previous survey, the overall percentage would be 32.5% and 24.8% for the new system only.

Table 35 Project evaluation indicator data on JDS Mongolia (as of December, 2023)⁷⁹

Inaugural year		2001	
Number of Slots per year	2002-2008 (old system)	20	
	2009-2015 (new system)	18	
	2016-2019 (new system)	20	
	2020-2023 (new system)	15	
Fellows accepted	Total	405 (old system 139, new system 266)	
	Sex	Male 152, Female 253 (ratio of female: 62.4%)	
	Average age	30.1 (Upon arrival)	
	Teaching Language	English 371, Japanese 34	
Returned Fellows	Total	375	
	Fellows obtained degree	370 (English 336, Japanese 34)	
	Failed Fellows	5	
	Completion rate	98.6%	
By category of work place	Upon arrival	Total	Government officers 324(80%), Private companies 47 (11.6%), International organizations, donor, embassies 23 (5.7%), NGO11 (2.7%)
		Old system	Government officers 65(47%), Private companies 40 (29%), International organizations, donor, embassies 23(16%), NGO11(8%)
		New system	Government officers 259(97.4%), Private companies 7 (2.6%)
	After return to country	Total	Government officers 177 (47.2%), Private companies 95 (25.3%), International organizations, Donors, Embassies, NGO 47 (12.5%), Doctor course 15 (4%), Others 41 (11%)
		Old system	Government officers 24 (17.3%), Private companies 51 (36.7%), International organizations, Donors, Embassies, NGO 31 (22.3%), Doctor course 4 (2.9%), Others 29 (20.9%)
		New system	Government officers 153 (57.5%), Private companies 44 (16.5%), International organizations, Donors, Embassies, NGO 16 (4.1%), Doctor course 11 (4.1%), Others 12 (4.5%)
Ration of management level (upper than section chief)	Total	Upon arrival: 23 (6.1%), Current: 122 (32.5%)	
	Old system	Upon arrival: 10 (7.2%), Current: 57 (41%)	
	New system	Upon arrival: 13 (4.9%), Current: 65 (24.4%)	

⁷⁹ The number of civil servants in this table includes employees of the Central Bank of Mongolia and the Development Bank of Mongolia, in addition to Special Service, Administrative Service, Political service, Service position.

3-5. Evaluation of the Past JDS Project

The present survey examined situations where the effect of JDS was manifested. To do so, we analyzed data using the quantitative indicator from 3-4. Project Evaluation Indicator Data (Indicator for the effect and impact of JDS), set items for carrying out effective quantitative measurement based on the outcome indicator, and collected good practice examples through surveys and interviews with JDS Returned Fellows, who are playing an important role in their home country, and their organizations.

- (1) Expected effect 1: Individuals such as young government officials receive their degree in Japan (master's or doctoral) and acquire specialized knowledge that helps with solving issues in each subject area.

So far, 416 people have studied in Japan as JDS Fellows, 34 are currently studying, and 375 have returned home with their degrees. The degree acquisition rate of JDS Fellows in Mongolia is 98.2%, which is higher than the overall JDS average, and one of the indicators, "master's degree acquisition by JDS Fellows", has been achieved and can be said to be a high achievement. In addition, as JDS has been implemented for 22 years, awareness of the JDS in Mongolia is high. Therefore, Mongolian government has stated that "human resources who have studied and acquired an advanced technology, measurement and knowledge in Japan through JDS has been contributing to the development of the government sector and society".

In addition, according to the interviews with JDS Returned Fellows, JICE received some comment such as, "in order to be promoted to the post I took after returning to Japan, a master's degree is required, and the master's degree I obtained at JDS led to my promotion" "Being able to use English practically has helped me greatly in my current job". Based on these comments, it was confirmed that their experience gained through JDS led to the acquisition of knowledge and skills needed in their home country.

According to questionnaires and visiting interviews from target organizations, for JDS Returned Fellows involved in JDS Mongolia to make superior performance in and contribute to affiliated organizations has been assessed. One of the JDS Project outcomes is that abilities necessary for JDS civil servants are to be improved through studying in Japan and that they are to contribute to affiliated institutions and the resolution of Mongolian development issues through use of such abilities. Furthermore, it is expected that JDS Fellows will, after returning home, contribute to affiliated institutions and the resolution of Mongolian development issues through use of such abilities.

- (2) Expected effect 2: After these young government officials return home, they contribute to plan and policy development to solve problems and exert their leadership in their respective organizations to strengthen their functions.

In relation to contribution to solution of Mongolian development issues, examples of good practices are described as follows. It can be confirmed that JDS Fellows have participated in

formulation of policy drafts and important conferences of the government.

Contribution to solution of development issues in Mongolia

- A JDS Fellow has been involved in processes for reviewing and confirming international treaties, international laws, etc. in Mongolia, as a councilor of the Department of International Law and Treaty, the Ministry of Foreign Affairs.
- A JDS Fellow has proposed projects implemented for each region as a portion of annual policies for economic and social development and finance in Ulaanbaatar.
- A JDS Fellow, as a judge, has participated in governmental working group in which bills for the Bankruptcy Law of Mongolia, the Civil Procedure Code of Mongolia, the Land Law of Mongolia, the Property Law of Mongolia, etc.
- A JDS Fellow was involved into amendment to regulations on Mongolia's insurance market in 2018 as a management member of production division at the Financial Regulatory Committee of Mongolia.
- In 2019, a JDS Fellow announced language education for the Kazakhs of Mongolia (a minority group in Mongolia) at the Twelfth Session of the Forum on Minority Issues sponsored by the United Nations and submitted a written proposal to the Mongolian Government.
- In 2019, a JDS Fellow travel with the Vice Minister of Construction and Urban Development, Mongolia and attended the conference with the Vice-Minister of Ministry of Land, Infrastructure, Transport and Tourism. During such conference, they discussed cooperation in the field of urban development.
- After graduation, a JDS Fellow was involved in the amendment of the Business Law and the Land Law of Mongolia, and attended the Asia Pacific Judicial Summit implemented in Hong Kong in 2017. Moreover, in 2019, such Fellow announced arrangement of the Civil Procedure Code of Mongolia at a meeting with the Japan's Ministry of Justice.
- In November 2021, a JDS Returned Fellow joined a work team for launching the Commercial Law Project and has been working with the Japanese Ministry of Justice.
- A JDS Returned Fellow attended the Asset Recovery Interagency Network Asia Pacific (ARIN-AP) Steering Meeting and General Meeting in New Zealand in 2022 and participated in discussions and presentation as a representative of the Independent Authority Against Corruption.
- A JDS Returned Fellow attended the UN-hosted Financing for Development Forum held in the USA in 2023 as a representative of the Ministry of Finance.
- At the Second Global Workshop for 2023 held in Hungary, a JDS Returned Fellow,

representing the Ministry of Economy and Development, gave a presentation on the current situation of Mongolia in terms of SDGs.

- A JDS Returned Fellow gave a presentation as a representative of the Ministry of Economy and Development at the ‘Strengthening Public Governance to Achieve the Sustainable Development Goals’ National Seminar 2023 held at the Government Academy.
- A few JDS Returned Fellows took part in planning and operation of the Mongolia Economic Forum 2023 as representatives of government ministries or banks. There were also JDS Returned Fellows who appeared as panel members.
- A JDS Returned Fellow gave two SDGs-related presentations as a representative of the National Statistical Office at the 2023 session of the United Nations Economic and Social Commission for Asia and the Pacific in Thailand.
- A JDS Returned Fellow, as a representative of the Committee for the Financial Regulatory Commission, attended the International Credit Union Regulators' Network (ICURN) meeting in the USA in 2023 and gave a presentation and carried out a discussion on the current Mongolian finance situation.
- At the First NABO-OECD Annual Conference of Asian PBOs in Korea in 2023, a JDS Returned Fellow gave a presentation as a representative of the Parliamentary Budget Office of the Mongolia State Great Khural Secretariat.

Use of research projects in master's programs for policymaking

Examples of good practices for using research projects in master's programs for policymaking are described as follows. In addition, many case examples, etc., such as announcement of research results within ministries and government offices, are mentioned.

- As a follow-up for research projects in master's programs, a joint database related to urban development in Ulaanbaatar was established in 2016. This database is useful for sharing of relevant information among the mayor’s office and 26 bureaus beneath such office even now.
- Using the “regional development based on regional characteristics” master's program research, a JDS Fellow is involved in formulation of drafts for human settlement programs that are parts of regional development strategies as a person responsible of the urban planning division of the Ministry of Construction and Urban Development in Mongolia.
- Using master's program research, a JDS Fellow was involved in arrangement for regulations on the Mongolian reinsurance market.
- A JDS Returned Fellow, after graduation, advanced to the Nagoya University PhD program in November 2021, proposed a research theme of the Mongolian Land Law and Real Property Law, carried out joint research with professors, and gave a presentation on the

research outcome for the Mongolian Ministry of Justice and Internal Affairs and the Ministry of Construction and Urban Development.

Use of networks among JDS Fellows

In relation to case examples using networks among JDS Fellows, examples of good practices are described as follows. In addition, opinions have been obtained to the effect that networking among JDS Fellows has been of great help for information collection and communication beyond a given type of business, such as with administrative bodies, private corporations, and NGOs.

- All JDS Returned Fellows who work at judicial organs in Mongolia have maintained close relationships with each other even following graduation. When professors at Kyushu University each year visit Mongolia, all of them get together and exchange opinions.
- The NGO was established with a central focus on JDS Returned Fellows from the Ministry of Labor and Social Protection, Mongolia who studied at Keio University and Meiji University. Training sessions for governance enhancement targeting civil servants have been implemented.
- The Mongolian National Labour Party (HUN) was established in 2015. Currently, a JDS Returned Fellow serves a leader of such party. Many members of the party have experienced studying in Japan (including JDS Returned Fellows).
- In 2023, seven JDS Mongolian graduates co-authored with Saitama University professors and published Challenges in Fiscal and Monetary Policy in Mongolia.

Promotion rate

Among JDS Returned Fellows, 32.5% were promoted to the Head of Division level or a higher position. The rate was 24.4% when those who participated in the New System were concerned. The promotion rate increased compared with the time of JDS basic research and the previous survey. Focusing on promotion to the Head of Department or a higher position, only two JDS Returned Fellows had been promoted to this level as of the time of JDS basic research (August 2019) but seven were promoted as of December 2023. The number more than tripled in less than five years, indicating that the effect of JDS is becoming more apparent as the years pass. In particular, among the seven JDS Returned Fellows who were promoted to the Head of Department level or a higher position, more than half are 45 years old or older, and six of them participated in JDS before 2012. In the long-term view, it is highly likely that JDS Returned Fellows, who are currently young and just recently returned from Japan, will be promoted to the Head of Department level or a higher position by building a career in the government from now on.

Critical mass

JDS Returned Fellows are highly influential. They are playing an important role particularly in organizations where many JDS Returned Fellows work such as the Bank of Mongolia (15

Fellows), Ministry of Finance (11 Fellows), Financial Regulatory Commission (8 Fellows), Ministry of Labour and Social Protection (8 Fellows), Ministry of Economy and Development (7 Fellows), and National Statistical Office (7 Fellows). Young government officials at these organizations are strongly interested in JDS Returned Fellows. Critical mass is also gradually being formed. It is noteworthy that, in the Ministry of Economy and Development, a JDS Returned Fellow has become the Head of Department among eight departments, and two JDS Returned Fellows have become the Head of Division among 11 divisions (16% occupation rate). Also, for the Ministry of Finance consisting of 10 departments and 16 divisions, three JDS Returned Fellows are working as the Head of Division or Department (12% occupation rate). These occupation rates have not achieved the target for critical mass formation, which is at least 30%, but since many Mongolian government organizations have vacant positions, the actual occupation rates can be higher than the rates noted above⁸⁰.

When we interviewed a Head of Department of the abovementioned Ministry of Economy and Development, the interviewee commented that, “the ministry has many positions that are not filled, and I would like to actively look into hiring competent JDS Returned Fellows.” Because there are many unfilled positions within the government, it is expected that critical mass may form rapidly as there are more JDS Returned Fellows promoted to management positions because they could introduce the vacant positions to other JDS Returned Fellows.

- (3) Expected effect 3: JDS Fellows develop mutual understanding and friendly relationships with Japan, improve the international competitiveness of organizations such as accepting universities, and strengthen the global intellectual network.

JDS Returned Fellows who play an important role

Examples of good practices which contributed to “Expected effect 3” are described as follows.

- A JDS Returned Fellow contributed to dispatching of Japanese information via the media, as a representative of the Mongolian Television Forum, and to the promotion of friendly relations with Japan and Mongolia through music as the president of NGO Art Step, which supports the Mongolian National Morin Khuur Orchestra. In November 2019, the ambassador’s award was provided to such Fellow for achievement by the ambassador of the Embassy of Japan in Mongolia⁸¹.
- The Faculty of Life and Environmental Sciences of the University of Tsukuba, which has accepted JDS Fellows involved in the field of environment since the first phase, has implemented training in Japan for city employees in Ulaanbaatar, and has constructed a deep relationship with local connections through the use of JDS Project opportunities.

⁸⁰ For example, according to the hearing, the number of employees in the Ministry of Economy and Development is set at 135 by the Civil Service Law, but currently there are only 80 employees and 55 posts are vacant.

⁸¹ Embassy of Japan in Mongolia, https://www.mn.emb-japan.go.jp/itpr_ja/commendation_mng20191105.html

- Toyo University has established an alumni reunion for Mongolia, supporting activities at this university in Mongolia, such as recommendations for application for this university and study tours to Mongolia.
- A JDS Returned Fellow has participated in the JICA's Project for Formulation of National Comprehensive Development Plan as a counterpart of the Ministry of Construction and Urban Development (MCUD).
- Seven senior- and director-general level employees of the Bank of Mongolia took a one-week training at the Bank of Japan in 2017 through investment by KDDI which is a parent company of MobiCom Corporation, and they learned about relevant policies and regulations.
- A JDS Returned Fellow who works at the Embassy of Mongolia in Japan contributes to strengthening of the bilateral relationship as a person in charge of culture, education, sports, and protocol.
- A JDS Returned Fellow who works as a Program Officer at the JICA Mongolia Office coordinates JICA Overseas Cooperation Volunteers.
- A JDS Returned Fellow is working in JICA's Instructor Enhancement Project and the Project for Strengthening Teachers' Ability and Reasonable Treatments for Children with Disabilities (START).
- A JDS Returned Fellow launched the NGO 'Institute of Governance Studies NGO' is regularly holding lecture meetings on topics such as development issues to disseminate knowledge gained from studying abroad.
- From July to October, 2021, a JDS Returned Fellow worked on financial assistance for the ADB at the Development Finance Debt Management Office of the Ministry of Finance. This individual was in charge of concluding the poverty reduction assistance agreement that specified the Japanese government's contribution to the ADB. As of today, this individual has worked on two inter-government grant-aid agreements.
- A JDS Returned Fellow, as an acting director of the National Agency for Metrology and Environmental Monitoring, works with Japan Meteorological Agency to send Himawari data to Mongolia and carries out a JICA project.
- A JDS Returned Fellow was involved in concluding of an agreement between Hiroshima University and the Mongolian University of Science and Technology.
- A JDS Returned Fellow was involved in reaching an agreement between Osaka University and National University of Mongolia.
- A JDS Returned Fellow was involved in concluding of an agreement between University of Tsukuba and the Mongolia City Hall and created an internship program.

- In 2017, Mongolian JDS Fellows studying at Meiji University and Keio University launched an NGO, translated the world best seller Syndromes of Corruption into Mongolian, and published it in 2021.
- In 2023, seven JDS Mongolian graduates co-authored with Saitama University professors and published Challenges in Fiscal and Monetary Policy in Mongolia.

Alumni association activities

In Mongolia, JDS Mongolia Alumni Society (JDSM) is particularly active among the countries implementing JDS, and conducts networking events and social contribution activities. The main activities in recent years that contribute to "Expected Effect 3" are as follows.

- In 2018, at the request of JDSM, a fundraising campaign to support the heavy rain disaster in western Japan was conducted, and they donated the relief money to Japanese Red Cross Society.
 - In 2018, more than 100 returning students, JICA, and Japanese Embassy officials in Mongolia gathered together to hold a network strengthening event.
 - JDS Returned Fellows held an alumni general meeting at the time when technical interviews were carried out in 2023. Ninety people attended the meeting, and the network among university lecturers from Japan, Operating Committee members, and JDS Returned Fellows was strengthened.
 - In 2023, an exchange event was held that was attended by a total of 72 JDS Returned Fellows and the Operating Committee members on the Japan side.
 - In 2024, some alumni made a voluntary relief donation for the 2024 Noto earthquake.
- (4) Expected effect 4: Female government officers who can demonstrate leadership in solving the country's problems are developed through acquisition of specialized knowledge at a Japanese graduate school and also through training to build a career after returning home.

In Mongolia, 62.5% of JDS Fellows accepted by 2022 were women, and 44% of government officials who are at the Head of Division level or higher are women.

Mongolia has a high percentage of female public service workers currently at 65.4% as far as administrative posts are concerned. Further empowerment of women can be expected by continuing to secure competent female candidates.

There are many female JDS Returned Fellows who are recognized for their efforts on development problems. They are assigned important tasks in their organization such as giving presentations or participating in discussions at international conferences or working on joint research with a Japanese ministry or agency. There are also a few female JDS Returned Fellows who, as representatives of their respective organizations, gave presentations on the Mongolian

situation of SDGs or finance. Therefore, they are playing an important role as leaders representing the country. Furthermore, one of the 24 justices of the Supreme Court of Mongolia is a female JDS Returned Fellow. She is actively working on solving problems by giving presentations on their research outcome to the Mongolian Ministry of Justice and Internal Affairs as well as the Ministry of Construction and Urban Development and by working with the Japanese Ministry of Justice. Successful careers of these female JDS Returned Fellows are creating a culture to enable women to play an important role in Mongolia.

(5) Other subprojects

Activities of JDS Returned Fellows outside of political positions and administrative positions.

Mongolia is conspicuously characterized by the fact that there are many successful case examples of those who have been in the private sector and NGOs (included in application subjects in the beginning of commencement of the JDS Project) compared with other JDS-related countries. Examples of remarkable performance in private corporations or bilateral relations between Japan and Mongolia are described as follows.

- In 2016, a JDS Fellow served as a chief legal and regulatory officer at MobiCom Corporation LLC, KDDI's consolidated telecommunications subsidiary. KDDI invested in MobiCom from its founding, allying with operating partners Sumitomo Corporation and Newcom Group. In 2015, such Fellow was selected for inclusion on the Forbes Mongolia 30 Under 30 list.
- After returning to Mongolia, a JDS Fellow assumed a COO position in TenGer Finance Group (TFC). Currently, such Fellow serves as a COO of Ard Insurance, LLC, which is one of the top five companies in the Mongolian insurance industry.
- Toyota Sales Mongolia, which is the 100% Itochu Corporation-owned first Toyota distributor in Mongolia, has the first female Mongolian general manager.
- In July 2023, Mongolian women took up the position of business coaches at the Mongolia-Japan Center, which is designed to train high-level executives such as managers. (Among ten coaches in total, seven are Japanese and three are Mongolian.)

According to the JDS basic research, the top management in private sector is ranked the first place among 13 countries in percentage terms. Analysis has shown that JDS Fellows have made great achievements in organizations that play important roles for socioeconomic development in Mongolia, such as major Japanese telecommunications companies, banks, and NGOs. In Mongolia, through use of networks comprising persons from private corporations and NGOs who are JDS Returned Fellows working as civil servants, increasing contributions to socioeconomic development through public-private partnerships can be expected in the future.

Note that university lecturers had been eligible for JDS before the eligibility became limited to those in administrative service and special service. The JDS Returned Fellow who became an

associate professor at Hiroshima University as introduced in the Expected effect 3 section is a good example of a JDS Returned Fellow contributing to the JDS Project.

Alumni association activities

In Mongolia, JDS Mongolia Alumni Society (JDSM) is particularly active among the countries implementing JDS, and conducts networking events and social contribution activities. Major activities in recent years as follows.

- In 2015, 716 books (written in Mongolian and English) in total were collected from JDS Returned Fellows, and such collected books were donated to public schools and the Selenge Library within Ulaanbaatar.


3-6. Issues and Recommendations

Issues and recommendations obtained in this survey are as follows.

(1) Implementation of JDS with Awareness of Diplomatic Effects

In relation to the next-phase JDS Mongolia Project, projects conducted with an awareness of generating more diplomatic effects should be implemented. As described in "1-1-2. Current Situation and Issues of the JDS Project," according to the basic research "JDS's effect verification (2019)" implemented by JICA, three development phases of JDS ((i) responses to development issues, (ii) responses to development issues + national interest of Japan, and (iii) national interest of Japan) have been designated. It is suggested that the focus on targeted organizations and personnel should be shifted during each phase. In Mongolia, because of its economic situation, it is approaching the phase of studying exit strategies for foreign student support projects through grant aid. Therefore it is also necessary to focus on developing human resources who can become a bridge between the two countries will be more conscious of expectations for diplomatic effects.

Table 36 Changes in the focus of human resource development and the targets that JDS should bear by the development stage

Assumed Stage of the Partner Country	A. Many development issues The framework in line with Japan's Country Development Cooperation Policy = Current JDS Project	B. Development Issues + Important Issues for Japan	C. Country of Political, Economic, and/or Diplomatic Importance (e.g., China)
Focus of Human Resources Development (HRD)	Development of core human resources in civil service who address development issues (Responding to development issues)	Development of core human resources in civil service who have influence on development issues (Development issues + Japan's national interests)	Fostering of government officials who serve as a bridge between the partner country and Japan (Expected diplomatic benefits)
Targets of JDS	<ul style="list-style-type: none"> - Open recruitment - Young government officials (at government offices whose duties include policymaking and planning, as well as sectoral government offices), university faculty members 	<ul style="list-style-type: none"> - Target to recruitment from government offices or departments whose duties include policymaking and planning - Introduce reducing number of slot or cost-sharing between the partner country and Japan - Designating target organizations or departments under the Japanese special slot 	<ul style="list-style-type: none"> - Ministries, organizations, or departments agreed upon between the partner country and Japan - Cost-sharing agreed upon between the two countries
the current position of JDS Mongolia			

(2) Critical Mass Formation

In relation to the JDS Project in Mongolia, from the perspective of critical mass formation at central ministries and government offices, although outcomes are gradually appearing, conspicuous outcomes have not been generated, compared with the situation in other countries. Against the backdrop of such situation, there exist many JDS Returned Fellows who have changed their jobs to work in the private sector. The employee turnover rate is high for civil servants, which is a circumstance unique to Mongolia. Moreover, despite the fact that civil servants are targeted, university faculty members and researchers have been included until previous phase. Thus, the number of successful civil servant applicants at central ministries and government

offices remains about a half of the fixed number of successful applicants.

The eligibility for JDS however became limited from this Phase to full-time public service workers, workers of the Bank of Mongolia, and workers of the Development Bank of Mongolia, and the number of successful candidates is increasing for government officials working at a central ministry or agency. In particular, at the Bank of Mongolia (15 Fellows), Ministry of Finance (11 Fellows), Financial Regulatory Commission (8 Fellows), Ministry of Labour and Social Protection (8 Fellows), Ministry of Economy and Development (7 Fellows), and National Statistical Office (7 Fellows), where many JDS Returned Fellows work, JDS has relatively high recognition. Among these organizations, JDS Returned Fellows account for 16% of the Head of Department and Division positions combined at the Ministry of Economy and Development, and the rate is 12% at the Ministry of Finance. In both cases, it is over 10%. Note also that, at the Bank of Mongolia, JDS Returned Fellows account for 20% of the general manager positions. Formation of critical mass is currently in progress, and advertising for JDS candidates with the focus on Target Organizations that have the potential of reaching critical mass in the future may produce a good outcome.

(3) Lower Civil Service Job Retention Rate and Managerial Position Rate

Mongolia is faced with a lower job retention rate in the civil service due mainly to the inability of those who have studied abroad to be reinstated in their civil service jobs or a career move to the private sector after returning to the civil service. According to the JDS basic research conducted in FY2019, the percentage of Mongolian JDS Returned Fellows working in the civil service is 64.7%, which is the second lowest in 13 countries. The circumstances behind this is unique to Mongolia. Government ministries and agencies are frequently reorganized following a regime change that takes place at a national election every four years and some Returned Fellows may not have jobs to go back to as a result. Appointments to departmental heads of ministries or above are politically motivated and it tends to affect job security of other civil service positions. Those who have returned from study abroad may often find themselves in a situation where their positions are no longer kept for them. In addition, private companies in Mongolia treat their employees better than civil servants, and there are cases where employees change jobs to private companies after returning to work.

There were 144 complaints made to the Civil Service Council about unlawful dismissal of public service workers as of 2016. This number decreased to 63 in 2022, and this was a decrease by 27 from 2021. The number seems to have decreased because the Civil Service Law revised in 2019 clarified the rights of public service workers, and the revised law became widely known. This revised law also has stipulated that officials of the Head of Department position or lower will not be hired for political reasons. It is desirable that this change will create an environment where officials can return to work more easily. There will be the presidential election in June 2024, and attention is drawn to personnel transfers for those at the Head of Department position or lower as a result of the election.

In accordance with the JDS Project, the following measures for reinstatement of JDS Fellows have been undertaken: (i) adoption of a three-party agreement among each relevant JDS Fellow, his or her organization, and the Operating Committee; and (ii) joining to the JDS Operating Committee of the Civil Service Council, which is expected to play a certain role in reinstatement of JDS Fellows. In addition, starting in FY2023, before finalizing the final candidates, the Civil Service Council confirms that the relevant candidates are targeted civil servants. The reinstatement rate for the past five years has been over 90%, showing improvement. In addition, the Cabinet Secretariat became a member of the Operating Committee from this phase, as the new Civil Service Law, which went into effect in 2019, requires the Cabinet Secretariat, along with the Civil Service Commission, to work on civil service human resource development and capacity building. In February 2023, the Cabinet Secretariat will be a chairperson of the Operating Committee from the next phase, against the background of the establishment of the Human Resource Government Department in the Cabinet Secretariat, which will coordinate training for civil servants. It is expected that the Cabinet Secretariat, which is in charge of human resource development and capacity building for civil servants, will be more involved in the JDS program than ever before, which will further improve the problem of reinstatement.

On the other hand, many JDS Returned Fellows from study abroad choose to move to the private sector of their own free will for better career advancement and for better pay even if they can return to their former civil service jobs. This is because the civil service does not offer job security and civil service pay is not as high as private sector pay. Statistics of the National Statistical Office of Mongolia show that the average monthly pay as of December 2022 was around 1,44 million Tugrik (416 U.S. dollars) and 1.60 million Tugrik (463 U.S. dollars) in Ulaanbaatar, the capital city of Mongolia. According to the Civil Service Council, the average pay of civil servants is around 1.15 million Tugrik (333 U.S. dollars), far below the national average, and this is the main factor for good talent leaving the civil service. Employees in the mining industry and the ICT sector, in particular, are very often paid up to 1.6 million Tugrik, which is 1.3 times more than civil service pay. On the other hand, there are moves to eliminate the disparity between civil servants and the private sector, such as the Cabinet's decision to increase civil servants' salaries by 26% to 50% in July 2023, which is expected to make civil service an attractive profession for the public.

Mongolia has a lower managerial position rate, as compared to other countries. The rate of employees holding managerial positions is used as a JDS quantitative performance indicator, along with a job retention rate in the civil service. The JDS basic research reveals that the managerial position rates of 13 countries varied significantly from 20% to 97%, with Mongolia at a lower rate of 22.7%. It is believed that Mongolia's higher job fluidity and lower civil service job retention rate also affect its managerial position rate.

Australian scholarship programs, which have been implemented 10 years longer than the JDS Project in Mongolia, have produced government officials to assume important positions in various

ministries. JDS is now also producing JDS Returned Fellows who hold a Head of Department level position, and it is predicted that the number of JDS Returned Fellows who will hold an important position will increase over the next few years. As mentioned earlier, positions set forth by the Civil Service Law have not been filled in Mongolia, and making an approach to potential applicants from ministries and agencies where there are many vacant high-ranking officer positions or JDS Returned Fellows have been promoted may lead to a future increase of the promotion rate.

Many of Mongolian JDS alumni who have moved to the private sector hold top management positions in their respective companies. According to the JDS basic research, the percentage for managerial top executives in the private sector is 20.9%, which is the first rank among 13 countries. There is a JDS Returned Fellow who has contributed to development of Mongolia by engaging in the wind power generation business to promote the spread of renewable energy in Mongolia as COO of a private company. It can be said that outcomes of case examples in which the private sector has contributed to strengthen of bilateral relationship and the economic and social development of Mongolia cannot be overlooked.

(4) Frequent Changes and absence of Mongolian Operating Committee Members

Frequent restructuring of government ministries and agencies as well as frequent personnel transfer in Mongolia has resulted in replacement of Mongolian Operating Committee members and hindered active discussions about JDS. The Cabinet Secretariat of Government, which once again became an Operating Committee member in 2021 was replaced twice within three and half years due to organizational restructuring. In addition, making an appointment with Operating Committee members is challenging in Mongolia, and dates cannot be set until the last minutes. To make matters worse, proxies often attend the Committee meeting. In particular, the Director of the Public Administration Department of the Ministry of Finance sends a proxy for most Operating Committee meetings, and low involvement in JDS such as not attending official JDS events has become a problem. Meanwhile, the Civil Service Council, which became a member of the Operating Committee from the current Phase as a part of the reinstatement measures, has played an important role in improving the reinstatement rate by checking the applicant status and contributing to development of a system for achieving a three-party agreement, among a JDS Fellow, his/her organization, and the Operating Committee, to pledge reinstatement.

The structure of Operating Committee members was reviewed in the present Preparatory Survey. It is necessary to ask the members to get involved in the JDS Project more actively.

(5) Low level of English Skills

In this Phase, the average TOEFL (ITP) score for Mongolian applicants was 434, and the average score for final candidates was 471 (FY2023). Almost no applicants or final candidates achieved the score of 550, which is the score commonly required by a graduate school. Some of them scored less than 400 points, raising concerns for taking programs or writing a master's thesis in

English in a master's degree program at a Japanese graduate school.

Interviews with Target Organizations during the present Preparatory Survey found cases where workers who wanted to study abroad had to give up on applying to JDS because of insufficient English skills. Most Target Organizations do not provide English lessons although some did with the assistance of other donors. The JDS Project needs to take action to improve candidates' English skills.

As English skill improvement measures, JDS currently holds introduces websites for online learning. In addition to these, JDS plans to continue to provide 50-hours of English lessons for the next Phase during the screening period. Those English lessons are designed to raise the level of English skill of candidates who are excellent and but have low English skill. The optimal number of lesson hours was set, upon consultation with an organization that provides English lessons, for the time between when candidates are confirmed to have passed the application form screening and when taking a technical interview, based on the assumption that they take lessons at night or on weekends while working daytime on weekdays. Since Target Organizations have requested English lessons, JDS may be able to demonstrate its advantage over other scholarship programs and enhance its additional value by advertising the JDS Project as a scholarship program including language training for candidates.

(6) Implementation in collaboration with the other ODA project

In as far as JDS is an ODA project, it is not a scholarship program for individuals but it is a program provided with an expectation for training government officials to contribute to policy making and to make diplomatic contributions. Based on this notion, collaboration with other ODA projects, differentiation of JDS from them, and definition of JDS roles become more important. For example, expected collaboration may involve recommendation of competent young government officials who have worked in other JICA projects who can make diplomatic contributions or create a system to allocate JDS Returned Fellows to an ODA project in order to create synergetic effects for the entire ODA project. As for differentiation and role definition of JDS, other ODA projects may support study abroad in the area of development of technical human resources who will contribute to solving problems. For this reason, Components on infrastructure will not be provided in the next Phase.

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. 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.

In addition, it seems possible to exchange opinions and share knowledge on effective recruitment of highly capable candidates and to make guidance on these scholarships during the course of recruitment such as JDS recruitment briefings among the persons in charge of Japan's scholarship projects such as SDGs Global Leader Program implemented by the JICA Mongolia Office and Japan MEXT government-sponsored foreign student study program implemented by the Embassy of Japan in Mongolia.

In order to strengthen the capacity of young administrative officials, etc. who contribute to the promotion of socioeconomic development, it is thought to be possible to increase the synergistic effect of Japan's other projects by cooperating with and supplementing the other projects, not by JDS only. With regard to a role of the implementing agent, it is important to implement JDS while being conscious of cooperation with the other ODA projects: the JICA Human Resource Development Project in Mongolia, among others.

(7) Need for Enrichment Programs

Ministries and agencies visited in the field survey requested arranging for more practical training based on an internship at government offices and enterprises during the two-year stay in Japan as a beneficial step. Further endeavors should be made, which are likely to deliver such added value for the purpose of improving JDS Fellows' skills, helping build a human relationship serving as the foundation for a good relationship between both countries and generating differentiation from other scholarship programs. In so doing, instead of merely asking each accepting university to usefully spend special program expenses, it will be necessary to consider introducing a scheme that can be used for activities that will lead to effects after returning to Mongolia.

Against this backdrop, as described in 2-5-2. Contents of Enrichment Program, JDS will start an internship program and a training camp, with the participation of Japanese government officials, from the next Phase in Mongolia before any other countries. With these programs, Mongolian Fellows will not only learn the Japanese administration system but also expand a network with Japanese government officials to strengthen the future bilateral relationship.

(8) Importance of Japanese Language

Acquiring knowledge of the Japanese language is helpful to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Mongolia in the future. Even though they stay in Japan for two years, it is limited in opportunity to deepen their understanding of the Japanese and Japanese culture. If the purpose of JDS Project is not only to acquire knowledge in a specialized academic field but 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 teaches Japanese language. 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 possible 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.

In the FY2019 JDS Basic Research, in addition to the gradual reduction of scholarship amounts in FY2009, it was also pointed out that the withdrawal of pre-arrival Japanese training from FY2010 was a complex factor that reduced the satisfaction level of JDS Fellows. Furthermore, as a certain level of Japanese conversation skill is a common feature among Returned Fellows who maintain their connection with Japan after returning to their home country, the effectiveness of acquiring the Japanese language has been confirmed to contribute to strengthening bilateral relations. In the present survey, we received comments from multiple JDS Returned Fellows that they wished they had studied Japanese more. In consideration of these factors, JDS now plans to provide 65 hours of pre-departure Japanese lessons in Mongolia, 35 hours of a self-learning program (provision of learning materials), and 35 hours of after-arrival Japanese Language Courses. It is expected that these changes will improve satisfaction with JDS.

Since there are a large number of people who can teach Japanese language in Mongolia, it may be possible for them to offer opportunities to learn practical Japanese.

In addition, the Agent has been providing JDS Fellows with support through a qualification test (Japanese Language Proficiency Test) since April 2022 as an incentive for them to voluntarily obtain Japanese skill qualification. More specifically, those who pass the N1 to N5 level of the Japanese Language Proficiency Test have their examination fees refunded. Using this support system, two JDS Fellows passed the N4 level in FY2022 and one passed the N3 level in FY2023.

Under the old system, from among JDS Returned Fellows who completed the Japanese courses, as described above, there exists a Fellow who contributed to promotion of friendly relations between Japan and Mongolia. To honor such achievements, the ambassador's award was provided to such Fellow by the ambassador of the Embassy of Japan in Mongolia. Such Fellow contributes to enhancement of the relationship with Japan as a pro-Japanese person.

Improvement of Japanese skills while in Japan is not only essential for creating the foundation for living in Japan but also contributes to strengthening of the future bilateral relationship. Therefore, it is expected that support for Japanese skill improvement will continue to be planned.

(9) Networking, Establishment of a Follow-up Scheme and Roles of Implementing Agent

① Measures to be taken during the fellows' stay in Japan for follow-up conducted after they return home

To facilitate continuous follow-up actions and ultimately deliver results in the form of "stronger partnership between Japan and Mongolia," the familiarity with Japan needs to be increased from while JDS fellows' stay in Japan so that they will be motivated to maintain their relationship with Japan following their return. By implementing measures to maintain and develop the Familiarity with Japan that was increased during their stay in Japan in post-return follow-up, better results can be expected.

There is a JDS alumni association in Mongolia. It provides valuable opportunities for JDS Returned Fellows to make full use of the JDS network and maintain their ties with Japan. However, some incentives will be needed for busy JDS Returned Fellows to take the lead in organizing alumni activities. For this purpose, it is important to raise interest in Japan even during the stay in Japan, form a network with researchers and private companies, and call for maintaining relationships even after returning to Japan.

From the next Phase and onward, the content of the Enrichment Program will be enhanced for Mongolian JDS Fellows before any other countries. The program includes a joint camp plan with Japanese government officials. JDS Fellows will spend a night and day with Japanese government officials to create a strong network with them that will continue even after returning home and also strengthen the network of JDS Fellows. As described above, strengthening of the network of JDS Fellows while they are still in Japan is expected to lead to follow-up activities after returning home.

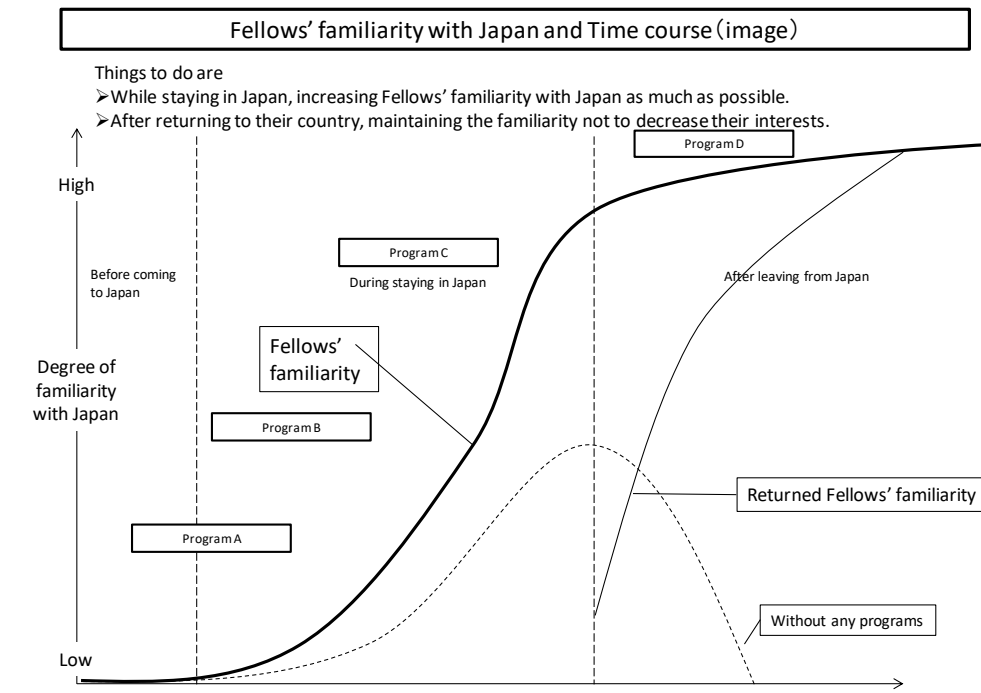


Figure 9 Fellows' Familiarity toward Japan and Time Course (Image)

② Follow-up measures implemented after the JDS fellows return home

More was expected from JDS diplomatic contributions from the perspective of differentiating JDS from other ODA schemes and it was requested to implement specific activities to strengthen the network with JDS Returned Fellows. As a response, JDS launched the follow-up seminar in FY2022 to maintain and strengthen the relationship with JDS Returned Fellows. In Mongolia, instead of completing the follow-up seminar as an isolated event, it is used to provide an opportunity to strengthen the Fellow network. For example, an alumni general meeting is held at the same time as provision of the follow-up seminar.

In addition, Sub-Program/Component-based meetings, symposiums organized by alumni, and JDS Returned Fellow network seminars (online) will be provided in Mongolia before any other countries from the next Phase. Holding events on a regular basis as described above is expected to contribute to creation of a strong network among JDS Returned Fellows as well as between JDS Returned Fellows and Japan and is also considered to be an effective follow-up method for JDS Fellows after returning home.

Note also that the Agent has established the JDS Follow-up Fund in each country using its own capital to provide financial support for follow-up activities that JDS Returned Fellows independently plan. In order to sustainably conduct follow-ups, measures for maintaining improved interest in Japan and a network that have been strengthened during staying in Japan should be implemented. For this purpose, it is effective to enhance follow-up content while the JDS Alumni Association Mongolia (JDSM) and implementing agents are attempting to collaborate with each other. Current JDSM activities mainly comprise holding events of social gathering, etc. focusing on network strengthening among JDS Returned Fellows. Considering the needs of JDS Returned Fellows, it is intended to propose to expand opportunities for seminars classified by specialized field and social contribution activities in the future. These activities should be useful for JDS Returned Fellows as well. In this way, it can be expected that more and more JDS Returned Fellows will proactively participate in the activities.

Furthermore, as proposed through the JDS basic research in FY2019, current lists for JDS Returned Fellows shared by JICA and the Embassy of Japan in Mongolia will be compiled to form an online database. Such database list will be effective for creation of a system that allows associated parties on the Japan side to collaborate with JDS Returned Fellows easily. Moreover, information on good practices for JDS Returned Fellows obtained by implementing agents will be shared with parties associated on the side of Japan in a timely manner. In this way, strengthening and promoting of collaboration can be expected.

③ Roles to be performed by the implementing Agent

(a) Role as a mediator

JDS Fellows create a network with various types of Japanese people during their stay in Japan.

However, when creating personal relationships, it is not easy to meet the right person, the network is a collection of unconnected dots, and only sporadic effects can be expected. To address these issues, the Agent is expected to work as an intermediary for JDS Fellows, parties involved in Japanese ODA, and Japanese government ministries and agencies. We hope that the Agent match-makes these individuals based on their interests and plays the role of creating an organizational network to produce a better project outcome.

(b) Firm network foundation with JDS Fellows

The implementing agent gets involved with the JDS Fellows from the time of public announcement for recruitment and selection, regularly contacts the fellows through monitoring, etc. during their stay in Japan and provides immediate support in the case of emergency. For the JDS Fellows, the implementing agent is like a partner having a firm trust relationship. For this reason, the implementing Agent can understand the information on the quality and other matters of JDS Fellows in a detailed and integrated manner.

Generally speaking, a problem arising in connection with the follow-up of the Fellows is to obtain the information on their whereabouts after returning home. In the JDS Project in other countries, the implementing agent and the JDS Fellows have a trust relationship and therefore the JDS Fellows can contact the implementing agent even after returning home, and they have already established a relationship and system that make it possible to know the detailed matters on the Fellows' division and work.

The role to be played by the implementing agent would be to function as the network foundation with the JDS Fellows who are staying in Japan or have returned home based on their mutual trust relationship. The implementing agent's function for establishing a relationship with the JDS Fellows should be focused on from the viewpoint of follow-up activities.

(c) Network foundation with the Japanese ministries

The Development Cooperation Charter and Japan Revitalization Strategy stipulate strategic implementation of ODA. JDS Fellows are candidates to be future national leaders. Some JDS Fellows come to Japan from a country, ministry, or agency that is important for Japan in terms of diplomatic strategy or economic diplomacy. For this reason, it is desirable that JDS Fellows in Japan as well as JDS Returned Fellows collaborate with a Japanese government ministry or agency in its project and that JDS Fellows in Japan actively make a network with such a ministry and agency.

For those involved in Japanese government ministries or agencies, creating a network with JDS Fellows is important. JDS Fellows who studied and trained in Japan are diplomatic assets of Japan. In the future, they may become diplomatic counterparts or sometimes development partners. For example, a JDS Returned Fellow may be assigned in the future to manage the country's infrastructure and becomes the key person when Japan exports its high-quality infrastructure. It

is also possible that a JDS Returned Fellow becomes a partner in multilateral diplomacy to share basic values while the countries involved may have different stances.

However, it is difficult to take full advantage of the network with JDS Returned Fellows unless both the Japanese government officials and the JDS Fellows have built it. Therefore, it is expected that the implementing agency will have opportunities to actively disseminate information and build networks not only to ODA-related parties but also to other ministries and agencies in Japan.

By being utilized by each ministry and agency, JDS will be a human resource development project that will contribute not only to the development of the partner country but also to the development of Japan at the same time, contributing to national interest. This will enable Japan and Mongolia to build a win-win relationship.

Based on this background, as described earlier, JDS plans to start the internship program and the training camp, attended by Japanese government officials, for Mongolian Fellows from the next Phase. It is desirable to continue exploring network creation systems like these.

(10) Effective Monitoring

JDS Fellows have various problems related to their research, daily living, family with whom they live in Japan, and so on. To support them in dealing with these problems effectively, the Agent assigns a monitor to each JDS Fellow at each accepting university. Monitors not only provide JDS Fellows with the support specified in 2-6. Monitoring, Guidance and Counseling, but also take various creative actions when problems occur for JDS Fellows including those from Mongolia.

Note that Agent staff (at branch offices and the head office) have made efforts to solve problems early by implementing measures, both in times of problems and on a regular basis, using the quantitative and qualitative information listed below.

- ✓ Accumulation, analysis, and use of monitoring data (e.g., text mining⁸² analysis).
- ✓ Explanation of the importance of monitoring and report writing to monitors.
- ✓ Holding of regular monitor meetings and use of information sharing tools.
- ✓ Creating opportunities for the staff involved in JDS Mongolia and monitors to regularly discuss problems unique to Mongolia and explore a support method taking into consideration the Mongolian background and the characteristics of Mongolian people.
- ✓ Accumulation and use of information on problem handling (except for emergencies such as natural disasters).

In text mining, the content of monitoring reports created in the past by the Agent has been digitized, the tendency of how JDS Fellows change their views toward their research and living

⁸² Text mining in general is an analysis method using a document analysis tool to find value hidden in data and convert it into a usable form to visualize it. Text mining of monitoring reports involves a huge volume of text data and therefore is done by an AI-based document analysis tool developed and designed by experts. Text mining here can analyze the whole document, show the frequency of word use, show how characteristic these words are in a given document, and visualize emotional trends.

environment as well as their behavior and adaptation over two years of stay in Japan has been analyzed and summarized, and the result has been shared with monitors for their understanding and application of the information. Effective monitoring of JDS Fellows by monitors with the understanding of how JDS Fellows tend to change their way of thinking, behavior, and adaptation during their stay in Japan allows not only solving their problems earlier but also improves their satisfaction. Therefore, the actions described above are essential.

In addition, sharing past issues and text mining results with the Agent staff has a benefit of maintaining the monitoring quality by allowing newly appointed monitors to quickly catch up with information necessary in case of monitor replacement.

The Agent has also used text mining to analyze and refer to how JDS Fellows tend to be different depending on which university they join (e.g., living environment and speed of research) and their characteristics depending on where they are from (e.g., expectations for Japan, difference in research methods compared to their own country, difference in family values, difference in customs in daily living). It is important to use such tendencies as a reference to carry out appropriate monitoring and qualitative data analysis, while carefully watching how JDS Fellows respond to the living environment and experience emotional swings between the time of arrival in Japan to departure, and propose and implement strategies to detect and solve problems early.

Surveys of all JDS Fellows about their study abroad experience have indicated that one of the areas highly rated by respondents including Laotians was the thoroughness of the Agent's monitoring and living support. Also, the comparative advantage of JDS most frequently mentioned by JDS Returned Fellows from Laos we met through this survey was the generous support they received including monitoring. This is a support system unique to JDS that is not provided by any other scholarship programs including the Australian government scholarship programs or the Fulbright Program. It is therefore important to continue to enhance JDS Fellow monitoring to strengthen the ties with them and improve the project rating.

3-7. Conclusion

Mongolia is one of the countries in the world that have very strong pro-Japanese sentiment. Japan has provided continued assistance to Mongolia as the top donor since its democratization. Mongolia is friendly and supportive towards Japan, consistently endorsing Japan's stance on a wide range of important issues faced by the international community. Mongolia is Japan's highly important partner, integral to its efforts to pursue regional and international cooperation. The implementation of the Agreement between Japan and Mongolia for an Economic Partnership (EPA) in 2016 and the signing of the Japan-Mongolia Mid-term Action Plan for a Strategic Partnership in 2017 should strengthen the relationship between the two countries more than ever. In addition, 2022 marked the 50th anniversary of Japan-Mongolia diplomatic relations. On November 29, the 'Joint Statement on the Establishment of a Special Strategic Partnership for Peace and Prosperity between Japan and Mongolia' was announced at the Japan-Mongolia

summit. Further strengthening of this bilateral relationship is expected.

The mining industry is the driving force of Mongolia's economic growth. However, the mining sector itself does not create sufficient employment opportunities and Mongolia is faced with a major issue of diversifying its industrial structure. Now that the EPA has become effective, more business and investment opportunities in Mongolia are eagerly anticipated by the Japanese government and it is increasingly important to provide an improved business environment including infrastructure and the legal system. To address these issues, Mongolia first needs to increase a pool of top talent, which is still far from enough. This gives the JDS Project an opportunity to provide assistance in developing highly talented professionals in Mongolia.

From a viewpoint of implementing the JDS Project, the civil service in Mongolia does not offer job security and it is not uncommon for civil servants to move to the private sector. The number of Returned Fellows in Mongolia who hold high-ranking government positions is not as high as those in other countries. In addition, there are external factors such as increasingly intensifying competition with other scholarship donors. This survey confirms that despite such situation, JDS fellows have made their mark in their respective government agencies, leveraging their study abroad experience, and, at the same time, their performance is highly recognized by their employers.

The JDS Project takes a considerable amount of time to undertake as it starts with the recruitment of international students and does not end until the students have gained a degree and the benefits of their overseas studies have been ascertained. However, those who have obtained a degree in Japan and returned to Mongolia as JDS Fellows are now advancing their careers in their respective fields. They are making a good contribution to their country's growth and strengthening bilateral relationship. Thus, this continued assistance should be considerable as necessary. To bring stability to East Asia and maintain and improve the relationship between Japan and Mongolia, the JDS Project should remain available and renew its established track record of excellent performance in Mongolia.

Note also that, from the next phase onward, the content of the Enrichment Program will be enhanced for Mongolian JDS Fellows before any other countries. Through implementation of the Enrichment Program as a part of the JDS Project that continues from the time in Japan to after returning home, JDS tries to strengthen the horizontal and vertical networks among JDS Fellows and develop a relationship between JDS Fellows and Japanese government officials. By actively adopting new activities in addition to fully implementing what has always been carried out, satisfaction with the JDS Project is expected to improve.

End

List of Appendixes

1. Member List of the Survey Team
2. Flowchart of the Preparatory Survey for JDS
3. List of Contact Persons
4. Minutes of Discussions (M/D)
5. The Number of JDS Fellows to be Accepted for the Next Four Years under the JDS Project in Mongolia

Member List of the Survey Team

Name	Assigned Work	Organization and Position
Mr. TANAKA Shinichi	Leader	Senior Representative JICA Mongolia Office
Ms. WATANABE Yoko	Cooperation Planning	Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA
<Consultants>		
Mr. ISHIRO Jun	Human Resource Development Planning	Managing Director International Student Programs Department I, JICE
Ms. HAYASHI Etsuko	Overseas Study Planning	International Student Programs Division, International Student Programs Department I, JICE
Ms. KASAMATSU Maki	Needs Study/ Coordination	Country Officer International Student Programs Division, International Student Programs Department I, JICE

Flowchart of the JDS Preparatory Survey

	Field Survey	In Japan	Accepting Universities
2023 Jun.	Mar. to Jun. (JICA/ Embassy/ MOFA) · Formulation of the list of target areas and development issues (Sub-Program/ Component) · Explanation of the outline of JDS Project to the government of the recipient countries	Jun. · Implementation of the request survey of accepting universities (JICA)	
Jul.			Jun.to Jul. · Formulation and submission of proposals for JDS Project
Aug.		Aug. · Conclusion of a contract with the consultant	
Sep.		Sep.	
Oct.	Sep. -Oct. [Survey on the needs and achievements of JDS Project by the consultant] · Information collection of civil servant system · Information collection of Gender policy in human resource development system for government officers · Information collection for designing the Japanese language Master course	Oct. [Agreement on the project framework 1/2] (OC/JICA Survey Team) · Agreement on the new project framework and implementation structure · Agreement on JDS target issues (Sub-Program, Component)	Spe.-Oct. [University review / survey] · Evaluation of Proposals · Review of proposals from universities · Survey on prospective accepting universities
Nov.		Nov. to Dec. 2023 Preparation of draft basic plan for development issues	
Dec.			
2024 Jan.		Jan. Preparation for the draft report on the preparatory survey	
Feb.		Jan.-Feb. · Preparation for the outline design of the budget · Submission of the report on the budget to Ministry of Foreign Affairs	
Mar.	Mar. 2024 [Agreement on the project framework 2/2] (OC/JICA Survey Team) · Selection and agreement on Target Organizations and target demographic	Mar. Notification of the result of the selection to accepting universities (JICA)	Mar. Receipt of the result of the selection, and preparation for accepting JDS fellows
Apr.	· Selection and agreement on accepting universities · Confirmation of selection procedures · Confirmation of draft basic plans	Apr. Preparation for the report on the preparatory survey	
May		May. Decision on the implementation of JDS Project by Japanese government (cabinet meeting) (May. Finalization of the report on the preparatory survey)	
Jun.	Flow after Preparatory Survey		
	Jun. - · Exchange of Note (E/N) · Grant Agreement (G/A) · Contract between a client of the recipient		
2024 Jul. to 2025 Feb.	Aug.- Recruitment Nov.- · 1st screening by application document · Health examination Dec. to Feb.2025 · 2nd screening by Technical Interview with university faculty		Participate in Selection Nov.- · Screening by application document Dec. to Feb. 2025 · Technical Interview in the recipient countries
Mar. to Jul.	-Mar. · 3rd screening by Comprehensive Jul. Pre-departure orientation		Apr.- Preparation for Enrollment
Aug.		Aug. Student Arrival Briefing and Orientation	
Sep.			Sept.- Enrollment

Human Resource Development Project (Mongolia)
List of Contact Persons

Date	Organization	Contact Persons	Others
2024/9/25	JICA Mongolia office	Mr. Tanaka ShinicD4:D33hi, Chief Representative Ms. A.Saikhantuya, Representative Ms. Kh.Tuvshin-Od, Program Officer	Preparatory survey briefing and meeting
2024/9/25	Embassy of Japan in Mongolia	Mr. Kikuma Shingeru, Deputy Chief of Mission Mr. Katanoda Tomoaki, Third Secretary	Preparatory survey briefing and meeting
2024/9/26	Civil Service Council	Mr. S.Tsedendamba, Permanent Member	Preparatory survey briefing and meeting
2024/9/26	The Supreme Court of Mongolia	Ms. N.Bayarmaa, Judge (Batch 9)	Interview with Returned Fellow
2024/9/26	Returned fellow of Chinese Government Scholarship	Ms. B.Unujargal	Interview with Returned Fellow of other scholarship
2024/9/26	National Statistical Office of Mongolia	Mr. B.Batdavaa, Chief Mr. G.Batbuyan, Head of Human Resource and Training Division Ms. B.Oyun-Erdene, Referent of Education Division	Human Resource Needs Survey
2024/9/27	National Agency for Metrology and Environmental Monitoring	Ms. L.Oyunjargal, Active Chief (Batch7)	Interview with Returned Fellow
2024/9/27	Ministry of Finance	Mr. Ch.Tavinjil, Director of Public Administration Department	Preparatory survey briefing and meeting
2024/9/27	Financial Regulatory Commission	Mr. D.Gerelchuluun, Deputy Director of Public Administration Department Ms. D.Yanjindulam, Referent Ms. D.Battsetseg, Senior Specialist	Human Resource Needs Survey
2024/9/27	Returned fellow of American Government Scholarship	Ms. Tsolmon	Interview with Returned Fellow of other scholarship
2024/9/27	Development Bank of Mongolia	Mr. D.Ankhubayar, General Affairs Manager Mr. B.Enkhbaatar, Senior Specialist Ms. B.Zolboo, Specialist	Human Resource Needs Survey
2024/9/27	Ministry of Foreign Affairs	Mr. Sh. Gan-Erdene, Deputy Director Ms. S.Bolorchimeg, Counsellor Mr.S.Khangaibayar, Attaché	Preparatory survey briefing and meeting
2024/9/27	Ministry of Economy and Development	Mr. I.Batkhuu, State Secretary Two other members	Human Resource Needs Survey
2024/9/28	KOICA	Ms. Hayoung Lee, Project Officer Ms. Arigun, Project Officer	Interview with organization of other scholarship
2024/9/28	Urban Development Agency	Mr. A.Amarsanaa Chief of Urban Development Information Division (Batch 7)	Interview with Returned Fellow
2024/9/28	Ministry of Education and Science	Ms. Sh.Narantuya, Director of Foreign Relations and Cooperation Department Ms. D.Nomin, Specialist	Preparatory survey briefing and meeting
2024/9/28	Returned fellow of Australian Government Scholarship	Anonymous	Interview with Returned Fellow of other scholarship

Date	Organization	Contact Persons	Others
2024/9/29	Paradium (Agency of Australia scholarship)	Ms. L.Enkhtuvshin, Country Program Manager Ms. Ts.Baasanjargal, Program Officer	Interview with organization of other scholarship
2024/9/29	Ministry of Labour and Social Protection	Ms. B.Munkhbayar, Senior Analyst of Policy and Planning Department (Batch 18)	Interview with Returned Fellow
2024/9/29	National Emergency Management Agency	Mr. N.Tsoggerel, Director of Administration Department, Human Resource Development Mr. Bat-Ochir, Specialist of Administration Department Mr. Ankhbayar, Specialist of Policy Planning Department	Human Resource Needs Survey
2024/9/29	Civil Service Council	Mr. D.Baatarsaikhan, Permanent Member	Human Resource Needs Survey
2024/9/29	Ministry of Economy and Development	Mr. L.Enkh-Amgalan, Director General of General of Macroeconomic Policy Department (Batch 15)	Interview with Returned Fellow
2024/10/3	Cabinet Secretariat of Government	Ms. D.Saruul, Director of Public Administration Department Ms. D.Urjinsuren, Referent of Human Resource	Human Resource Needs Survey
2024/10/3	Cabinet Secretariat of Government	Mr. U.Byambasuren, Vice Chief Cabinet Secretary	Preparatory survey briefing and meeting
2024/10/3	Ministry of Finance	Mr. J. Ganbat, State Secretary Mr. Ch.Tavinjil, Director of Public Administration Department Ms. G.Bolormaa, Head of International Financial Cooperation Division	Human Resource Needs Survey
2024/10/3	Ministry of Justice and Internal Affairs	Mr. P.Khadbaatar, Head of Public Administration Department Ms. TsmBadam-Ochir, Specialist of Human Resource	Human Resource Needs Survey
2024/10/4	Bank of Mongolia	Ms. T.Oyunkhand, Head of Division of Human Resource Ms. M.Jargalan, Senior Specialist	Human Resource Needs Survey
2024/10/6	Nagoya University Education and Research Center for Japanese Law	Mr.Kobayashi Yuichi, Specially Appointed Associate Professor Ms. Yao Yukiko, Specially Appointed Associate Professor	University Selection Survey
2024/3/11	Toyota sales of Mongolia	Ms. Kh. Javkhlan, Manager (Batch 15)	Interview with Returned Fellow
2024/3/11	Ministry of Energy	Mr. J.Khicheengui, Director of Public Administration Department	Human Resource Needs Survey
2024/3/12	Ministry of Foreign Affairs	Ms. Sh.Tsend-Ayush, Counsellor	Human Resource Needs Survey
2024/3/12	Civil Service Council	Ms. D.Narmandakh, Director of Human Resource and Finance Department Mr. D.Davaasambuu, Referent	Human Resource Needs Survey
2024/3/12	Ministry of Economy and Development	Ms. S.Manlaidulam, Specialist of Human Resource	Human Resource Needs Survey
2024/3/12	JICA project	Mr. Kh.Ganbaatar (Batch 6)	Interview with Returned Fellow

Date	Organization	Contact Persons	Others
2024/3/13	Ministry of Mining and Heavy Industry	Mr. G.Batbayar, Head of Public Administration and Human Resource Department Ms. G.Mungunzul, Specialist	Human Resource Needs Survey
2024/3/13	General Department of Taxation	Mr. O.Sumiya, Specialist of Human Resource and Training Division	Human Resource Needs Survey
2024/3/13	The Judicial General Council of Mongolia	Ms. A.Otgontsetseg, Council Member Mr. N.Ganbaatar, Director of Foreign Relations and Cooperation Department	Human Resource Needs Survey
2024/3/14	Ministry of Digital Development and Communications	Mr. Ts.Erdenebayar, Head of Public Administration Department Ms. D.Ariunzul, Senior Analyst	Human Resource Needs Survey
2024/3/14	JICA Mongolia office	Mr. Tanaka Shinichi, Chief Representative Ms. A.Saikhantuya, Representative Ms. Kh.Tuvshin-Od, Program Officer	Preparatory Survey Report
2024/3/14	Embassy of Japan in Mongolia	Mr. Kikuma Shigeru, Deputy Chief of Mission Ms. Yamakami Yukino, Second Secretary	Preparatory Survey Report

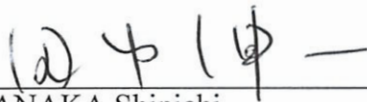
**MINUTES OF DISCUSSION
ON THE PREPARATORY SURVEY OF
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO MONGOLIA**

In response to a request from the Government of Mongolia (hereinafter referred to as “Mongolia”), 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”) to Ulaanbaatar from 25th September to 6th October, 2023 for the first dispatch and from 11th to 15th March, 2024 for the second dispatch.

The Team held a series of discussions with the members of the Operating Committee of the JDS Project (hereinafter referred to as “the Committee”). Both parties reached an agreement on the JDS Project as attached hereto.

Ulaanbaatar, March 11, 2024



TANAKA Shinichi
Leader
Preparatory Survey Team
Japan International Cooperation Agency



Jigjid GANBAT
State Secretary
Ministry of Finance



Urgamal BYAMBASUREN
Vice Chief Cabinet Secretary
Cabinet Secretariat of Government

I. The Objective of the Preparatory Survey

The Mongolia side understood the objectives of the Preparatory Survey explained by the Team referring to ANNEX 1 “Flowchart of the Preparatory Survey”.

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project from the Japanese fiscal year 2024 to 2027 to be implemented under Japanese Grant Aid
- (2) To design the outline of the JDS Project by collecting basic information on human resource development for civil servants in Mongolia
- (3) To explain the outline of the JDS Project to the relevant parties of Mongolia
- (4) To estimate the overall costs of the first cycle, that is a period of five years of the JDS Project

II. The Objective of the JDS Project

The objective of the JDS Project is to support human resource development in recipient countries of Japanese Grant Aid, through highly capable, young civil servants and others, who are expected to engage in formulating and implementing social and economic development policies/plans and are expected to become leaders in their countries, by means of accepting them in Japanese universities as JDS Fellows. Moreover, the Project aims to strengthen the partnership between Mongolia and Japan.

JDS Fellows accepted by the Project will acquire expert knowledge, conduct research, and build human networks at Japanese universities, and are expected to use such knowledge after returning to their work, to take an active role in solving practical problems of the social and economic development issues that their countries are facing.

III. The Framework of the JDS Project

1. Project Implementation

Both parties confirmed that the JDS Project is implemented under “Flowchart of JDS Project for the Succeeding Four Batches (ANNEX 2)”.

2. Implementation Coordination

Both parties confirmed that the implementation coordination of the JDS Project is as follows.

(1) Implementing Organization

Cabinet Secretariat of Government is responsible for administrative matter of the JDS Project, and therefore Cabinet Secretariat of Government is regarded as the Implementing Organization.

(2) Operating Committee

The Committee is composed of the representatives from the following organizations.

Mongolia side

- Cabinet Secretariat of Government (Chair)
- Civil Service Council
- Ministry of Foreign Affairs (MOFA)
- Ministry of Finance (MOF)
- Ministry of Education and Science

Japanese side

- Embassy of Japan (EOJ) (Vice-chair)
- JICA Mongolia Office (JICA)

3. Target Areas of the JDS Project

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

(1) Sub-Program 1:

Strengthening of Governance toward the Realization of a Sound Macroeconomy

Components

- 1-1 Strengthening Discipline in Public Finance and Developing Financial System
 - 1-1-1 Public Finance Management
 - 1-1-2 Financial Policy and Capital Market Policy
- 1-2 Strengthening Governance
 - 1-2-1(A) Public Policy
 - 1-2-1(B) Public Policy (one- year course)
 - 1-2-2 Development of Legal System in the Field of Business, Economy and International Law

(2) Sub-Program 2:

Environment-friendly and Balanced Economic Development

Components

- 2-1 Strengthening Domestic Industry and Diversifying Export Products
- 2-2 Sustainable Energy Development and Policy

4. Number of JDS Fellows (Master's and Doctoral Program)

The expected number of JDS Fellows per batch for the Succeeding Four Batches is fifteen (15) for the Master's Program, and one (1) for PhD Program from the Japanese fiscal year 2024 (arrival in Japan fiscal year 2025) to 2027(arrival in Japan fiscal year 2028).

The Government of Japan will decide the final number of JDS Fellows in consideration of the needs of the Mongolia side as well as the Project purpose.

5. Target Organizations

Based on the discussion held between both parties, the target organizations were identified as ANNEX 3 "Design of JDS Project for the Succeeding Four Batches".

It was agreed that the target organizations shall be reviewed according to the result of recruitment/selection, discussed, and decided in the Committee.

6. Accepting Universities and Quota per Component

Based on the discussion held between both parties, it was agreed that the Master's Programs of the candidate's universities, which were selected from that applied to JICA's public recruitment for the next phase of this JDS Project, and the Quota per Component as ANNEX 3.

1) Development Issue as Component 1-1-1: Public Finance Management

Accepting University:

Saitama University, Graduate School of Humanities and Social Sciences (2 slots)

2) Development Issue as Component 1-1-2: Financial Policy and Capital Market Policy

Accepting University:

International University of Japan, Graduate School of International Relations (2 slots)

3) Development Issue as Component 1-2-1(A): Public Policy

Accepting University:

Meiji University, Graduate School of Governance Studies (2 slots)

4) Development Issue as Component 1-2-1 (B): Public Policy (one- year course)

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[Signature]

In order to meet the needs of the Mongolia side, a public recruitment was conducted specifically for one-year courses and a university that applied was selected through JICA screening.

Accepting University:

National Graduate Institute for Policy Studies, Graduate School of Policy Studies (2 slots)

- 5) Development Issue as Component 1-2-2: Development of Legal System in the Field of Business, Economy and International Law

Regarding this Component, there were no proposals from the universities which met JICA criteria in JICA's public recruitment in June to July 2023. Also there was a comment which this component should also include International Law from the main target organization in Mongolia. Therefore, the public recruitment was conducted for this Component as Development of Legal System in the Field of Business, Economy and International Law in October to November 2023. After JICA screening, it was found the suitable university as this component.

Accepting University:

Nagoya University, Graduate School of Law (2 slots)

- 6) Development Issue as Component 2-1: Strengthening Domestic Industry and Diversifying Export Products

Accepting University:

Hiroshima University, Graduate School of Humanities and Social Sciences / Graduate School of Innovation and Practice for Smart Society (2 slots)

Rikkyo University, Graduate School of Business (2 slots)

- 7) Development Issue as Component 2-2: Sustainable Energy Development and Policy

Accepting University:

Nagoya University, Graduate School of Environmental Studies (1 slots)

7. Basic Plan for Each Component

The Team explained a Basic Plan for each component (ANNEX 4), including the background, project objectives, summary of the activities of the project, and others, which would be prepared for mutual understanding of both parties during the Preparatory Survey.

Both parties confirmed necessary meeting arrangements would be taken during the following up survey period for the preparation of the Basic Plan for each component.

IV. Undertakings of the Project

Both parties confirmed the undertakings of the Project as described in ANNEX 5.

V. Project Monitoring Report on JDS

Both parties confirmed the Project Monitoring Report on JDS (hereinafter referred to as "the PMR" and Submission form as described in ANNEX 6.

VI. Important Matters Discussed

1. Monitoring and Evaluation of JDS Returned Fellows

- (1) In some situations, JDS Returned Fellows from Japan were not able to return to their organization in their previous position. Based on the law amendment in 2019, the retention rate was 95% for last two years. Both parties confirmed to keep monitoring.
- (2) It was agreed that monitoring and evaluation of returned JDS Fellows should be done actively by both sides. In addition, holding an alumni group actively could be considered for enhancing knowledge sharing and networking among JDS Fellows including candidates.

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2. Pursuing Value-Added Programs

Both parties discussed the added value of the JDS Project compared to scholarship programs offered by competing countries. Based on the on-site interviews and confirmation of promotion requirements, it was highlighted that there are requests from JDS Fellows for internships at government offices and private companies. In addition to the programs at each accepting university, how to implement them as a value-added service of the JDS Project will also be considered.

3. Initiatives to Promote Gender Equality

Both parties confirmed the JDS project will promote the participation and capacity development of female civil servants in order to promote gender equality and women's empowerment. In addition, both parties agreed to adopt gender-oriented initiatives such as promotion seminars targeting female civil servants during recruitment, gender-mainstreaming training during studying in Japan, as well as training and networking opportunities among female alumni for career development upon their return to Mongolia. The detail will be determined through the preparation of the detail design.

4. Strategic Recruitment and Selection of Candidates

- (1) Both parties proposed the measures of strategic recruitment and selection of candidates in view of strengthening the bilateral relationship between Mongolia and Japan as well as the career path of JDS Returned Fellows. Increasing the recruiting activities involving returning students will aim to achieve more candidate applications resulting in greater alumni association activities. It was confirmed that both parties would make efforts to increase participation from organizations which contribute to bilateral relations between Mongolia and Japan.
- (2) The Mongolian side proposed raising the age limit of applicants. The reasons are that amendments to the Law of Mongolia on the Civil Service have raised the retirement age from 60 to 65 years old and that 60% of employees in some of the main target organizations are over the age of 40. Both sides agreed to raise the age limit of applicants to 45 years old, which had previously been set at 39 years old.
- (3) Both sides agreed not to exclude applications from local officials, who are not the main target, from the perspective of realizing Mongolia's development agenda 'Urban and Rural Recovery.

5. Pursuing the Possibilities of One-Year Courses

Needs for One-Year Courses were identified from several organizations. Therefore, between December 2023 and January 2024, a public recruitment was conducted for the Component "Public Policy" and "Development of Legal Systems in the Field of Business, Economics and International Law", tailored to the organizations that requested. There was a proposal for "Public Policy" submitted from a university. After JICA screening, Japan side recommended it to Mongolia side. Mongolia side agreed Japan side's offer. The course aims to maintain and strengthen bilateral relations upon return to Mongolia, as it is expected to be difficult to implement all the value-added service of the JDS Project during their stay in Japan.

ANNEX 1: Flowchart of the Preparatory Survey

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

ANNEX 3: Design of JDS Project for the Succeeding Four Batches (Draft)

ANNEX 4: JDS Basic Plan for the Target Priority Area (Draft)

ANNEX 5: Undertakings of the Project (Draft)

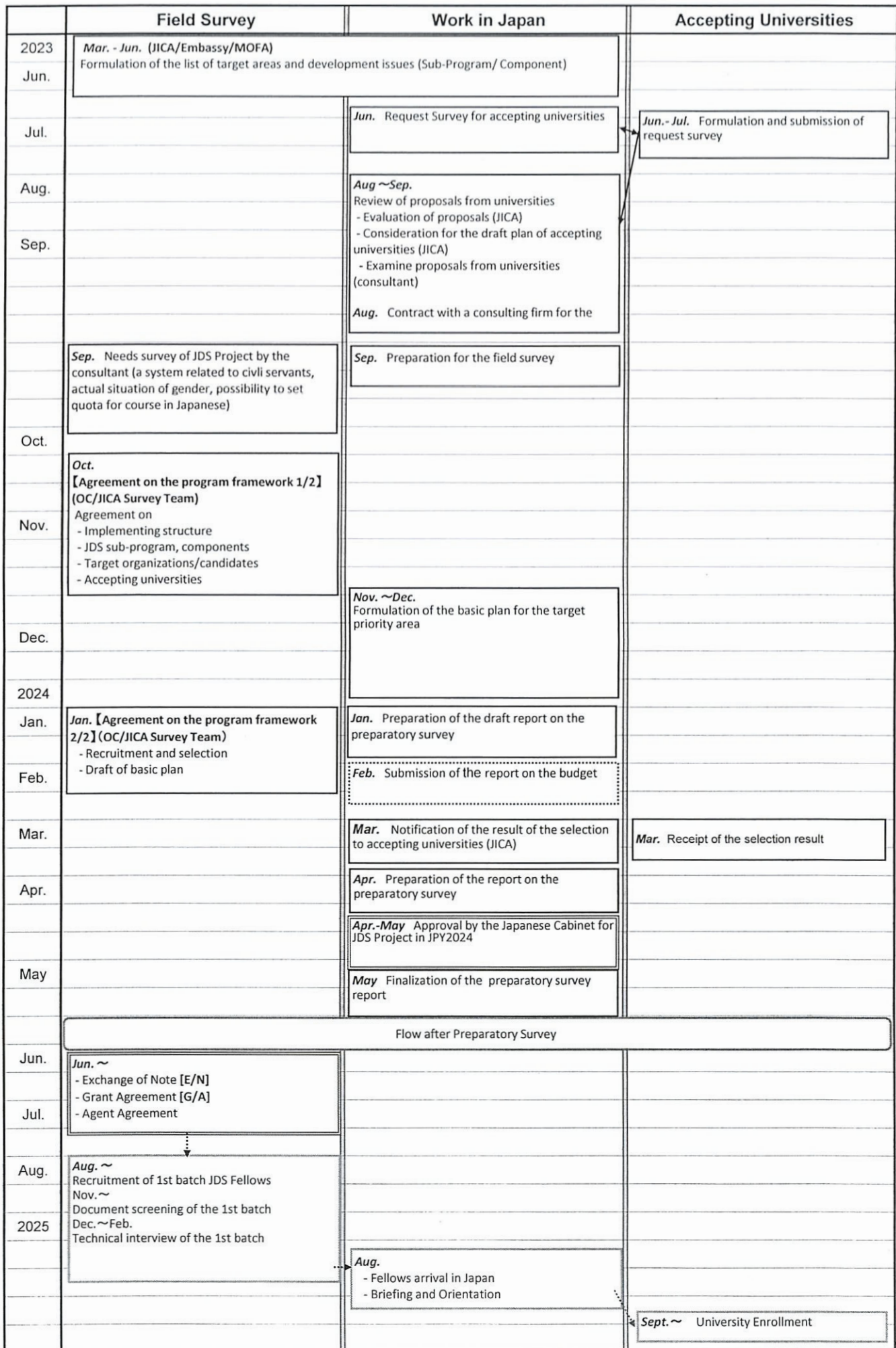
ANNEX 6: Project Monitoring Report on JDS (Draft)

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Flowchart of the Preparatory Survey of JDS Project



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Flowchart of JDS Project for the Succeeding Four Batches

	JFY 2023				JFY 2024												JFY 2025		JFY 2026		JFY 2027		JFY 2028		JFY 2029		JFY 2030		JFY 2031						
	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half
Preparatory Survey for Planning Outline Design for JFY 2023	<p>← [Preparatory Survey] (Agreement on Basic Plan for next 4 batches)</p>																																		
• 1st Batch E/N in JFY 2024 (①) for 5 Terms (for JDS Fellows 2025)	<p>⊙ Cabinet Meeting</p> <p>★ E/N G/A ①</p> <p>← 1st Term</p> <p>--- recruitment & selection --- →</p>												<p>▲ arrival of JDS Fellows</p>		<p>▲ 3rd Term</p> <p>return</p>		<p>▲ 4th Term</p> <p>return</p>		<p>▲ 5th Term</p> <p>return</p>																
• 2nd Batch E/N in JFY 2025 (②) for 5 Terms (for JDS Fellows 2026)													<p>⊙</p> <p>★ recruitment & selection</p> <p>← 2nd Term</p> <p>--- recruitment & selection --- →</p>		<p>▲ arrival of JDS Fellows</p>		<p>▲ arrival of JDS Fellows</p>		<p>▲ arrival of JDS Fellows</p>																
• 3rd Batch E/N in JFY 2026 (③) for 5 Terms (for JDS Fellows 2027)													<p>⊙</p> <p>★ recruitment & selection</p> <p>← 3rd Term</p> <p>--- recruitment & selection --- →</p>		<p>▲ arrival of JDS Fellows</p>		<p>▲ arrival of JDS Fellows</p>		<p>▲ arrival of JDS Fellows</p>																
• 4th Batch E/N in JFY 2027 (④) for 5 Terms (for JDS Fellows 2028)													<p>⊙</p> <p>★ recruitment & selection</p> <p>← 4th Term</p> <p>--- recruitment & selection --- →</p>		<p>▲ arrival of JDS Fellows</p>		<p>▲ arrival of JDS Fellows</p>		<p>▲ arrival of JDS Fellows</p>		<p>▲ arrival of JDS Fellows</p>														



- ⊙ : Cabinet Meeting
- ★ : Exchange of Notes (E/N), Grant Agreement (G/A)
- ▲ : Arrival
- ▼ : Return to the country

Design of JDS project for the Succeeding Four Batches

Sub-program (JDS Target Priority Area)	Component (JDS Target Development Issue)	Sub Component	slots	Expected Theme of the Research/Possible Fields of Study* (tentative)	Target Applicants* (tentative)	Expected Main Target Organizations* (tentative)	Candidate Accepting University
1. Strengthening of Governance toward the Realization of a Sound Macroeconomy	1-1 Strengthening Discipline in Public Finance and Developing Financial System	1-1-1 Public Finance Management	2	-Sustainable Development Policy -Development Economy -Macro Economic Planning -Public Financial Management -Public Investment Policy -Internal Audit -International Taxation		-The State Great Hural Parliament of Mongolia -Cabinet Secretariat of Government -Mongolian National Audit Office -Ministry of Economy and Development -Ministry of Finance -Customs General Administration	Saitama University Graduate School of Humanities and Social Sciences International University of Japan (IUJ) Graduate School of International Relations
		1-1-2 Financial Policy and Capital Market Policy	2	-Financial Policy -Capital Market Policy -Revitalization of the Stock and Bond Markets -FDI Promotion Policy -Digital Market Policy and Management		-The State Great Hural Parliament of Mongolia -Cabinet Secretariat of Government -Central Bank of Mongolia -Financial Regulatory Commission -Ministry of Finance -Ministry of Economy and Development -Development Bank of Mongolia	International University of Japan (IUJ) Graduate School of International Relations International University of Japan (IUJ) Graduate School of International Management
	1-2 Strengthening Governance	1-2-1(A) Public Policy	2	-Civil Servants' HR Policy -E-Governance -Rural Development -Regional Development -Population Policy/Urban Decentralization -Social Welfare Governance -Social Security Governance -Health Policy -Education Policy		-The State Great Hural Parliament of Mongolia -Civil Service Council -Cabinet Secretariat of Government -Ministry of Economy and Development -Ministry of Foreign Affairs -Ministry of Finance -Ministry of Digital Development and Communications	Doshisha University Graduate School of Global Studies Ritsumeikan University Graduate School of Policy Science Meiji University Graduate School of Governance Studies
		1-2-1(B) Public Policy One Year Course	2	-Civil Servants' HR Policy -E-Governance -Rural Development -Regional Development -Population Policy/Urban Decentralization -Social Welfare Governance -Social Security Governance -Health Policy -Education Policy		-The State Great Hural Parliament of Mongolia -Civil Service Council -Cabinet Secretariat of Government -Ministry of Economy and Development -Ministry of Foreign Affairs -Ministry of Finance -Ministry of Digital Development and Communications	National Graduate Institute for Policy Studies (GRIPS) Graduate School of Policy Studies
	1-2-2 Development of Legal System in the Field of Business, Economy and International Law	2	-Business and Economic Legal System -Legal Negotiation on Contract with International Corporations -Mediation and Other Conflict Management Approaches -Public Private Partnership Law -Competition Law -International Financial Law and Regulation	-All Core Civil Servants -Officials in Central Bank of Mongolia and Development Bank of Mongolia		-The State Great Hural Parliament of Mongolia -Cabinet Secretariat of Government -The Judicial General Council of Mongolia -The Supreme Court of Mongolia -Ministry of Foreign Affairs -Ministry of Law and Home Affairs -Authority for Fair Competition and Consumer Protection	Nagoya University Graduate School of Law Nagoya University of Economics Graduate School of Law
2. Environment-friendly and Balanced Economic Development	2-1 Strengthening Domestic Industry and Diversifying Export Products		4	-Industrial Policy -Agriculture Policy -ICT-Digital Industry Promotion -Export Promotion -Tourism Promotion -Business Administration and Finance -SMEs Development -Local Industry Promotion -SDGs Monitoring		-Ministry of Economy and Development -Ministry of Environment and Tourism -Ministry of Mining and Heavy Industry -Ministry of Food, Agriculture and Light Industry -Ministry of Digital Development and Communications	Hiroshima University Graduate School of Humanities and Social Sciences Graduate School of Innovation and Practice for Smart Society Rikkyo University Graduate School of Business International University of Japan (IUJ) Graduate School of International Management International University of Japan (IUJ) Graduate School of International Relations
	2-2 Sustainable Energy Development and Policy		1	-Electricity Directive/Transmission and Distribution -Energy System -Renewable Energy -New Energy -Environment Assessment -Environment Engineering		-Ministry of Energy -Ministry of Mining and Heavy Industry -Ministry of Foreign Affairs -Ministry of Economy and Development	Nagoya University Graduate School of Environmental Studies Hiroshima University Graduate School of Humanities and Social Sciences Graduate School of Innovation and Practice for Smart Society
Maximum Number per year			15				

*Allocation of number of participants per each component, expected theme of research and target organization will be finalized in the Preparatory Survey.

*The order of the Candidate Accepting University is based on the result of JICA's screening.

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The Project for Human Resource Development Scholarship (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:
3. Operating Committee:
Mongolia side: Civil Service Council, Cabinet Secretariat of Government (Chair), Ministry of Foreign Affairs (MOFA), Ministry of Finance (MOF), Ministry of Education and Science
Japan side: Embassy of Japan in Mongolia, JICA Mongolia Office

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area:
2. Component:
3. Implementing Organization:
4. 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)

Relevant Projects and Training Programs of JICA Mongolia Office:

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 and Doctoral 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 and Doctoral degree
- 2) Enhancement of the capacity of returned JDS Fellows on research, analysis, policy making and project operation/ management after their return.
- 3) Policy formulation and implementation by utilizing the study outcomes of returned JDS 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
1) Before arrival in Japan	
Pre-departure preparation in Mongolia in order for the smooth study/ research in Japan	
2) During study in Japan	
3) After return	
Utilization of outcome of research	

(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 X fellows × 4 years = X fellows
From the year 2025 (Until 2027) : X fellows, From the year 2026 (Until 2028) : X fellows
From the year 2027 (Until 2029) : X fellows, From the year 2028 (Until 2030) : X fellows

(7) Inputs from the Mongolia Side

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

(8) Qualifications for Master

- 1) Nationality: Citizen of Mongolia
- 2) Age: Between 25 and 45 years old as of 1st April in the year of dispatch.
- 3) Academic Background:
 - Possess a Bachelor's Degree from universities authorized by the Government of Mongolia or other countries.
- 4) Job Category:
Currently employed with permanent status as:
 - Core Civil Servants (Administrative service <TZ>/ Special service <TT>) of central/regional Mongolian government organizations
 - Officers of Bank of Mongolia(BoM) / Development Bank of Mongolia(DBM)
- 5) Work Experience:
Have at least two (2) years of full-time work experience in the job category stated above at the time of application.
- 6) Language Proficiency
 - Have a good command of both written and spoken English for postgraduate study in Japan.
 - TOEFL iBT 60 (ITP 500), IELTS 5.5 or above is preferable. **(not required)**
 - Any level of Japanese language skill is preferable. **(not required)**
- 7) Health Condition
In good mental and physical health.

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*Candidates who cannot take all the checkup items at the health check-up of JDS selection will be disqualified.

8) Ineligibility:

- Has been awarded or scheduled to receive other scholarship.
- Has obtained a master's degree or higher under the support of foreign assistance.
- Military personnel registered on the active list, person on alternative military service, and personnel on temporary leave from the active list.

9) Others

- Candidates who attend the final selection are required to submit "Final Check Form" from belonging organization that assures of reinstatement of the candidates to the former position upon returning to Mongolia.
- Successful candidates are required to submit a "Pledge" & "Confirmation Letter" on the conditions deemed necessary as scholarship participants under the JDS Project.
- JDS Fellows must understand the objective of JDS Project well and should have a strong willingness to work for the development of Mongolia after their return.
- JDS Fellows are obliged to return and work within Mongolia at least two and a half (2.5) years in their belonging organizations in order to make a contribution to the development of Mongolia through their work, complying with the Act of Pledge required by the Cabinet Secretariat of Government.

(9) Qualifications for PhD

1) Nationality: Citizen of Mongolia

2) Age: 45 years old and under as of 1st April in the year of dispatch.

3) Academic Background:

Be a JDS Returned Fellow or others who completed a Master's course in Japan.

In principle, enroll in the same graduate school of the university where he or she obtained a Master's degree in Japan.

In principle, **have published at least one peer-reviewed article/ paper**

The following applicants are included under the requirement:

- an article/paper which has been accepted but not yet published.
- an applicant who has a prospect for publication of a peer-reviewed article/ paper*.

*A paper which has been submitted to a journal and under review.

- an applicant who has a concrete plan to publish a peer-reviewed article in an academic journal in collaboration with his/her intended faculty supervisor.

4) Job Category

Currently employed with permanent status as:

- Core Civil Servants (Administrative service <TZ>/Special service <TT>) at central/regional Mongolian government organizations.
- Officers of Bank of Mongolia(BoM) / Development Bank of Mongolia(DBM)

5) Work Experience

Have at least two (2) years of full-time work experience in the job category stated above after completion of Master's course in Japan.

6) Health Condition

In good mental and physical health.

*Candidates who cannot take all the checkup items at the health check-up of JDS selection will be disqualified

7) Ineligibility

A person who falls under the followings is NOT eligible to apply:

- Has been awarded or scheduled to receive other scholarship.
- Has obtained a Doctoral degree in a foreign country under the support of foreign assistance.
- Military personnel registered on the active list or person on alternative military service active list, and personnel on temporary leave from the active list are not eligible.

8) Others

- Receive a recommendation from the supervisor of his/her current duty office. (Nomination Letter and Reference Letter are required to submit. Reference Letter should contain

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evaluation of applicant's performance at work and relevance of his/her research theme to his/her career.)

- Have a recommendation from the expected academic adviser of the applying university (Submission of a draft academic guidance outline or a supervisory plan is desirable).
- Present a research proposal relevant to the development issues of Mongolia referred to in the framework of Sub-Programs and Components.
- Complete the course within, and not exceeding, three (3) years. If it is judged that the Doctoral degree is likely to be obtained, the extension up to 6 months will be accepted.
- Successful candidates are required to submit a "Pledge" & "Confirmation Letter" on the conditions deemed necessary as scholarship participants under the JDS Project.
- JDS Fellows are obliged to return and work within Mongolia at least two and a half (2.5) years in their belonging organizations in order to make a contribution to the development of Mongolia through their work, complying with the Act of Pledge required by the Cabinet Secretariat of Government.
- Any level of Japanese language skill is preferable. **(NOT Required)**

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Undertakings of the Project (Draft)

(1) Specific obligations of the Recipient which will not be funded with the Grant

NO	Items	Deadline	In charge	Estimated cost	Ref.
1	To establish an operating committee (hereinafter referred to as "the Committee") in order to discuss any matter that may arise from or in connection with the G/A	Within 1 month after the signing of the G/A	CSoG	N/A	
2	To appoint the head of representatives of the Recipient who will be a chairperson of the Committee	Within 1 month after the signing of the G/A	CSoG	N/A	
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after the signing of the G/A	MOF	N/A	
4	To issue A/P to a bank in Japan (the Agent Bank) for the payment to the Agent	Within 1 month after the signing of the contract	MOF	N/A	
5	To bear the following commissions to a bank in Japan for the banking services based upon the B/A				
	1) Advising commission of A/P	Within 1 month after the signing of the contract	CSoG	approx. JPY6,000.-	
	2) Payment commission for A/P	Every payment	CSoG	approx. 0.1% of the payment amount	





6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	CSoG	N/A	
7	To organize the Committee meeting	During the Project	CSoG	N/A	
8	To ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the country of the Recipient with respect to the purchase of the products and/or the services are exempted	During the Project	CSoG	N/A	
9	To accord the Japanese physical persons and/or physical persons of third countries whose services may be required in connection with the supply of the products and/or the services such facilities as may be necessary for their entry into the country of the Recipient and stay therein for the performance of their work	During the Project	CSoG	N/A	
10	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	During the Project	CSoG	N/A	
11	To give due environmental and social consideration in the implementation of the Project	During the Project	CSoG	N/A	
12	To ensure the safety of persons engaged in the implementation of the Project in the country of the Recipient	During the Project	CSoG	N/A	
13	1) To submit Project Monitoring Report on JDS	Every half year	CSoG	N/A	
	2) To submit Project Monitoring Report on JDS (final)	After completion of the Project	CSoG	N/A	
14	To ensure that the knowledge acquired by the Mongolian physical persons as a result of the Grant is not used for military purposes	After completion of the Project	CSoG	N/A	

(CSoG: Cabinet Secretariat of Government, MOF: Ministry of Finance, B/A: Banking Arrangement, A/P: Authorization to Pay, N/A: Not Applicable)

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(2) Other obligations of the Recipient funded with the Grant

No	Items	Deadline	Amount (Million Japanese Yen)
1	To work on the recruitment and selection procedures of JDS candidates	During the Project	
2	To provide JDS candidates with information on study in Japan	During the Project	
3	To carry out matriculation procedures and make arrangements for trips to Japan for JDS fellows	During the Project	
4	To handle payment of tuition fees and scholarships	During the Project	
5	To provide pre-departure and after arrival orientation on JDS before/after arrival in Japan to JDS fellows	During the Project	
6	To monitor academic progress and living conditions of JDS fellows	During the Project	
7	To organize JDS fellow's returning program which consists of support for necessary procedure on JDS fellow's returning, evaluation meeting on JDS program upon the graduation, meeting for reporting the results after JDS fellow's returning to their respective countries, and	During the Project	
8	To perform other duties necessary for implementation of the Project	During the Project	
	Total		

(Note) Progress of the obligations of the Recipient may be confirmed and updated from time to time in a written form between JICA and the Recipient.

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Project Monitoring Report
on
JDS (The Project for Human Resource Development Scholarship in
Country Name) Grant Agreement No. XXXXXXXX
20XX, Month

Organizational Information

Signer of the G/A (Recipient)	_____ Person in Charge (Designation) _____ Contacts _____ <u>Address:</u> _____ <u>Phone/FAX:</u> _____ <u>Email:</u> _____
Executing Agency	_____ Person in Charge (Designation) _____ Contacts _____ <u>Address:</u> _____ <u>Phone/FAX:</u> _____ <u>Email:</u> _____
Agent	_____ Person in Charge (Designation) _____ Contacts _____ <u>Address:</u> _____ <u>Phone/FAX:</u> _____ <u>Email:</u> _____

General Information:

Project Title	JDS (The Project for Human Resource Development Scholarship)
E/N	Signed date: Duration:
G/A	Signed date: Duration:
Source of Finance	Government of Japan: Not exceeding JPY _____ mil. Government of (_____): 1) Advising commission of A/P approx. JPY6,000 2) Payment commission for A/P approx. 0.1% of the payment amount

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1: Project Description

1-1 Project Objective

The purpose of JDS Project is to support human resource development in developing countries that receive Japanese grant aid through accepting highly capable, young government officials, who are expected to engage in formulating and implementing social economic development plans and are expected to become leaders in their countries, by means of accepting them in Japanese universities as JDS fellows. Moreover, the Project aims to strengthen the partnership between their countries and Japan.

1-2 Project Rationale

- Higher-level objectives to which the project contributes (national/regional/sectoral policies and strategies)
- Situation of the target groups to which the project addresses

JDS project will contribute to the human resource development of XX's government officials based on Japan's knowledge and will improve their policy management capacity in the development issues to be addressed. This is fully consistent with the cooperation policy and analysis of Japan and JICA.

Target groups: The number of young government officials who will obtain degrees (master's and doctoral degrees) will be XX persons/term. (JDS promotes the participation and capacity development of female civil servants in order to promote gender equality and women's empowerment).

1-3 Indicators for measurement of "Effectiveness"

Quantitative indicators to measure the attainment of project objectives		
Indicators	Original	Target
Degree completion	(Number of Fellows)	(Degree completion rates)
Master's degree		95%
Doctor's degree		65%
Qualitative indicators to measure the attainment of project objectives		
<ul style="list-style-type: none"> - Young government officials in recipient countries will acquire degrees (master's and doctoral degrees) in Japan and acquire expert knowledge that will contribute to solving of the social and economic development issues that their countries are facing. - After returning to their home countries, they will contribute engage in formulating and implementing social and economic development policies/plans and are expected to become leaders in their countries, thereby strengthening the functions of those organizations and strengthening the relationship with Japan. - The project will contribute to the strengthening of bilateral relations and promoting of friendship, the enhancement of international competitiveness of accepting universities, etc., and the strengthening of international intellectual networks through the acceptance of international students. - The project will foster female government officials who can exercise leadership in solving issues in their own countries, not only by studying for degrees at graduate schools in Japan, but also by providing training for career development, etc. 		

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2: Details of the Project

2-1 Implementation Schedule

Term	Items	Original		Actual
		(proposed in the outline design)	(at the time of signing the Grant Agreement)	

Reasons for any changes of the schedule, and their effects on the project (if any)

2-2 Obligations by the Recipient (Progress of Specific Obligations)

See Attachment 1.

2-3 Agent Fee and Scholarship Costs borne by the Grant

	Item	Original (proposed in the outline design)	Actual (in case of any modification)
Term 1	Agent Fee	JPY ***, ***,000	JPY ***, ***,000
	Scholarship Cost	JPY ***, ***,000	JPY ***, ***,000
Term 2	Agent Fee	JPY ***, ***,000	JPY ***, ***,000
	Scholarship Cost	JPY ***, ***,000	JPY ***, ***,000
Term 3	Agent Fee	JPY ***, ***,000	JPY ***, ***,000
	Scholarship Cost	JPY ***, ***,000	JPY ***, ***,000
Term 4	Agent Fee	JPY ***, ***,000	JPY ***, ***,000
	Scholarship Cost	JPY ***, ***,000	JPY ***, ***,000
Term 5	Agent Fee	JPY ***, ***,000	JPY ***, ***,000
	Scholarship Cost	JPY ***, ***,000	JPY ***, ***,000
Total			

2-4 Executing Agency

- Organization's role, financial position, capacity, cost recovery etc,
- Organization Chart including the unit in charge of the implementation and number of employees.

Original (at the time of outline design) name: role: financial situation: institutional and organizational arrangement (organogram): human resources (number and ability of staff):
Actual (PMR)



3: Evaluation and Monitoring Plan (after the completion of the JDS Project)

3-1 Overall evaluation

Please describe your overall evaluation on the project.

3-2 Lessons Learnt and Recommendations

Please raise any lessons learned from the project experience, which might be valuable for the future assistance or similar type of projects, as well as any recommendations, which might be beneficial for better realization of the project effect, impact and assurance of sustainability.

3-3 Monitoring Plan of the Indicators for Post-Evaluation

Please describe monitoring methods, section(s)/department(s) in charge of monitoring, frequency, the term to monitor the indicators stipulated in 1-3.

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Attachment

1. Specific obligations of the Recipient which will not be funded with the Grant
2. Schedule of Payment
3. Semi Annual Report by the Agent / Final Report by the Agent
4. Report on Proportion of Procurement (Recipient Country, Japan and Third Countries)
(PMR (final) only)

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Specific obligations of the Recipient which will not be funded with the Grant

The following obligations of the Recipient are mentioned in Grant Agreement signed on dd, mm, yyyy. The progress of obligations is as following table.

(1) Specific obligations of the Recipient which will not be funded with the Grant

NO	Items	Deadline	In charge	Estimated cost	Ref
1	To establish an operating committee (hereinafter referred to as "the Committee") in order to discuss any matter that may arise from or in connection with the G/A	Within 1 month after the signing of the G/A	XXX	N/A	
2	To appoint the head of representatives of the Recipient who will be a chairperson of the Committee	Within 1 month after the signing of the G/A	XXX	N/A	
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after the signing of the G/A	XXX	N/A	
4	To issue A/P to a bank in Japan (the Agent Bank) for the payment to the Agent	Within 1 month after the signing of the contract	XXX	N/A	
5	To bear the following commissions to a bank of Japan for the banking services based upon the B/A		XXX		
	1) Advising commission of A/P	Within 1 month after the signing of the contract	XXX	approx. JPY6,000.	
	2) Payment commission for A/P	Every payment	XXX	approx. 0.1% of the payment amount	
6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	XXX	N/A	
7	To organize the Committee meeting	During the Project	XXX	N/A	
8	To ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the country of the Recipient with respect to the purchase of the products and/or the services are exempted	During the Project	XXX	N/A	
9	To accord the Japanese physical persons and/or physical persons of third countries whose services may be required in connection with the supply of the products and/or the services such facilities as may be necessary for their entry into the country of the Recipient and stay therein for the performance of their work	During the Project	XXX	N/A	
10	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	During the Project	XXX	N/A	
11	To give due environmental and social consideration in the implementation of the Project	During the Project	XXX	N/A	
12	To ensure the safety of persons engaged in the implementation of the Project in the country of the Recipient	During the Project	XXX	N/A	
13	1) To submit Project Monitoring Report on JDS	Every half year	XXX	N/A	

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Attachment I

	2) To submit Project Monitoring Report on JDS (final)	After completion of the Project	XXX	N/A	
14	To ensure that the knowledge acquired by the XXX physical persons as a result of the Grant is not used for military purposes	After completion of the Project	XXX	N/A	

(B/A: Banking Arrangement, A/P: Authorization to Pay, N/A: Not Applicable)

(2) Other obligations of the Recipient funded with the Grant

No	Items	Deadline	Amount (Million Japanese Yen)
1	To work on the recruitment and selection procedures of JDS candidates	During the Project	
2	To provide JDS candidates with information on study in Japan	During the Project	
3	To carry out matriculation procedures and make arrangements for trips to Japan for JDS fellows	During the Project	
4	To handle payment of tuition fees and scholarships	During the Project	
5	To provide pre-departure and after arrival orientation on JDS before/after arrival in Japan to JDS fellows	During the Project	
6	To monitor academic progress and living conditions of JDS fellows	During the Project	
7	To organize JDS fellow's returning program which consists of support for necessary procedure on JDS fellows' returning, evaluation meeting on JDS program upon the graduation, meeting for reporting the results after JDS fellow's returning to their respective countries, and	During the Project	
8	To perform other duties necessary for implementation of the Project.	During the Project	
	Total		XXX

(Note) Progress of the obligations of the Recipient may be confirmed and updated from time to time in a written form between JICA and the Recipient

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Schedule of Payment

Note "Terms of Payment" should be the same as specified in the contract document.
 In case of the project whose budget in the plan is appropriated in multiple Japanese fiscal years, please add the budget term (Term 1, Term 2...)
 (Terms of Payment)欄には、契約書規定の支払条件を記入してください。また、国債案件の場合は、該当ターム(Term 1, Term 2...)を併記してください。

Note: In the "Payment Schedule" column, please specify the date(s) as follows:
 - Payment Schedule (original/revised): the date when the necessary documents are to be submitted to the company's main bank.
 - Actual Date of Payment: the date when the payment was executed/completed.
 (支払請求予定時期)に記載する予定年月日は自社の取引銀行への支払書類提出予定日、実績は着金日を記入すること。)

2022/11/10
 Revised: 2022/11/10
 Rev: and 2022/11/10

Project Title	JDS (The Project for Human Resource Development Scholarship)
Country	
G/A	Signed date:
Agent	
Contract	Signed date:

1.Agent Fee

Time for Completion

Date of issue of Authorization to Pay (A/P)

Date of concurrence

Deadline of presentation of the required document stipulated in A/P

	Term	Amount 当初計画金額	実支出額	Terms of Payment 支払条件	Payment Schedule (original/revised) and Actual Date of Payment 支払請求予定日/着金日	Reason for Change in Payment Schedule 支払請求予定日 変更理由
Advance Payment	1	XXX,XXX	XXX,XXX		1 MAY, 2022 (Original) 12 MAY, 2022 (Actual)	
First Interim Payment	1	XXX,XXX	XXX,XXX		5 FEB, 2023 (Original) 5 MAR, 2023 (Revised 1) 15 MAY, 2023 (Revised 2)	Revised 1: Delay in EIA approval Revised 2: Bid failure
Second Interim Payment	2	XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Third Interim Payment	2	XXX,XXX	XXX,XXX		16 DEC, 2023 (Original)	
Fourth Interim Payment	3	XXX,XXX	XXX,XXX		17 DEC, 2023 (Original)	
Fifth Interim Payment	3	XXX,XXX	XXX,XXX		18 DEC, 2023 (Original)	
Sixth Interim Payment	4	XXX,XXX	XXX,XXX		19 DEC, 2023 (Original)	
Seventh Interim Payment/Final Payment	4	XXX,XXX	XXX,XXX		20 DEC, 2023 (Original)	
Eighth Interim Payment	5	XXX,XXX	XXX,XXX		21 DEC, 2023 (Original)	
Final Payment		XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Total						

2.Scholarship Cost

Time for Completion

Date of issue of Authorization to Pay (A/P)

Date of concurrence

Deadline of presentation of the required document stipulated in A/P

	Term	Amount 当初計画金額	実支出額	Terms of Payment 支払条件	Payment Schedule (original/revised) and Actual Date of Payment 支払請求予定日/着金日	Reason for Change in Payment Schedule 支払請求予定日 変更理由
First Payment	1	XXX,XXX	XXX,XXX		1 MAY, 2022 (Original) 12 MAY, 2022 (Actual)	
Second Payment	1	XXX,XXX	XXX,XXX		5 FEB, 2023 (Original) 5 MAR, 2023 (Revised 1) 15 MAY, 2023 (Revised 2)	Revised 1: Delay in EIA approval Revised 2: Bid failure
Third Payment	1	XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Fourth Payment	1	XXX,XXX	XXX,XXX		16 DEC, 2023 (Original)	
Fifth Payment	1	XXX,XXX	XXX,XXX		17 DEC, 2023 (Original)	
Sixth Payment	1	XXX,XXX	XXX,XXX		18 DEC, 2023 (Original)	
First Payment	2	XXX,XXX	XXX,XXX		1 MAY, 2022 (Original) 12 MAY, 2022 (Actual)	
Second Payment	2	XXX,XXX	XXX,XXX		5 FEB, 2023 (Original) 5 MAR, 2023 (Revised 1) 15 MAY, 2023 (Revised 2)	Revised 1: Delay in EIA approval Revised 2: Bid failure
Third Payment	2	XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Fourth Payment	2	XXX,XXX	XXX,XXX		16 DEC, 2023 (Original)	
Fifth Payment	2	XXX,XXX	XXX,XXX		17 DEC, 2023 (Original)	
Sixth Payment	2	XXX,XXX	XXX,XXX		18 DEC, 2023 (Original)	
First Payment	3	XXX,XXX	XXX,XXX		1 MAY, 2022 (Original) 12 MAY, 2022 (Actual)	
Second Payment	3	XXX,XXX	XXX,XXX		5 FEB, 2023 (Original) 5 MAR, 2023 (Revised 1) 15 MAY, 2023 (Revised 2)	Revised 1: Delay in EIA approval Revised 2: Bid failure
Third Payment	3	XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Fourth Payment	3	XXX,XXX	XXX,XXX		16 DEC, 2023 (Original)	
Fifth Payment	3	XXX,XXX	XXX,XXX		17 DEC, 2023 (Original)	
Sixth Payment	3	XXX,XXX	XXX,XXX		18 DEC, 2023 (Original)	
First Payment	4	XXX,XXX	XXX,XXX		1 MAY, 2022 (Original) 12 MAY, 2022 (Actual)	
Second Payment	4	XXX,XXX	XXX,XXX		5 FEB, 2023 (Original) 5 MAR, 2023 (Revised 1) 15 MAY, 2023 (Revised 2)	Revised 1: Delay in EIA approval Revised 2: Bid failure
Third Payment	4	XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Fourth Payment	4	XXX,XXX	XXX,XXX		16 DEC, 2023 (Original)	
Fifth Payment	4	XXX,XXX	XXX,XXX		17 DEC, 2023 (Original)	
Sixth Payment/Final Payment	4	XXX,XXX	XXX,XXX		18 DEC, 2023 (Original)	
First Payment	5	XXX,XXX	XXX,XXX		1 MAY, 2022 (Original) 12 MAY, 2022 (Actual)	
Second Payment	5	XXX,XXX	XXX,XXX		5 FEB, 2023 (Original) 5 MAR, 2023 (Revised 1) 15 MAY, 2023 (Revised 2)	Revised 1: Delay in EIA approval Revised 2: Bid failure
Third Payment	5	XXX,XXX	XXX,XXX		15 DEC, 2023 (Original)	
Fourth Payment	5	XXX,XXX	XXX,XXX		16 DEC, 2023 (Original)	
Fifth Payment	5	XXX,XXX	XXX,XXX		17 DEC, 2023 (Original)	
Sixth Payment	5	XXX,XXX	XXX,XXX		18 DEC, 2023 (Original)	
Total						

Handwritten signatures and initials:
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 [Signature]

Sample of Contents for the Semi Annual Report by the Agent
And Final Report by the Agent

- I. Services Provided by the Agent
 1. Opportunity Providing Services
 2. Expenses Transfer Service of the Scholarship Costs
 3. Others
- II. Special Notes Related to JDS Fellows
 1. Academic Studies
 2. Daily Life
 3. Early Return
 4. The Special Program
- III. Problems and Countermeasures
 1. Supporting Recruitment
 2. Supporting Selection
 3. Follow-up Seminar
 4. Academic Placement
 5. Others

Appendix

1. List of JDS Fellows who enrolled in yyyy
2. List of Special Program Activities JFYyyyy
3. Framework of JDS Master's Degree Program
4. Qualifications and Requirements for Applicants for JDS Master's Degree Program
5. Summary of Recruitment Activities for JDS Master's Degree Program
6. Recruitment Tool (Poster/Flyer)
7. List of Interviewers for JDS Master's Degree Program Technical Interview
8. List of Final Successful Candidates for JDS Master's Degree Program
9. Analysis of Applicants and Final Successful Candidates for JDS Master's Degree Program
10. Transition of Number of Applicants in Each Selection Stage for JDS Master's Degree Program
11. Qualifications and Requirements for Applicants for JDS Doctoral Degree Program
12. Summary of Recruitment Activities for JDS Doctoral Degree Program
13. List of Final Successful Candidates for JDS Doctoral Degree Program
14. Networking Event with Japanese Government Officials JFYyyyy
15. List of Graduates in this Period

Handwritten signatures and initials in the bottom right corner.

Report on Proportion of Procurement

	Agent Fee	amount(JPY)	Proportion of Procurement	Scholarship Cost	amount(JPY)	Proportion of Procurement
Term 1	Advance Payment First Interim Payment			1st		
				2nd		
				3rd		
				4th		
				5th		
				6th		
Term 2	Second Interim Payment Third Interim Payment			1st		
				2nd		
				3rd		
				4th		
				5th		
				6th		
Term 3	Fourth Interim Payment Fifth Interim Payment			1st		
				2nd		
				3rd		
				4th		
				5th		
				6th		
Term 4	Sixth Interim Payment Seventh Interim Payment/ Final Payment			1st		
				2nd		
				3rd		
				4th		
				5th		
				6th		

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Term 5	Eighth Interim Payment				6th	
	Final Payment				1st	
					2nd	
					3rd	
					4th	
					5th	
					6th	

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submission form on JDS

Date:

Ref. No.

JAPAN INTERNATIONAL COOPERATION AGENCY
JICA XXX OFFICE

[Address specified in the Article 5 of the Grant Agreement]

Attention: Chief Representative

Ladies and Gentlemen:

NOTICE CONCERNING PROGRESS OF PROJECT

Reference : Grant Agreement, dated 署名日 (signed date of the G/A), for JDS (The Project for Human Resource Development Scholarship)

In accordance to the Article 6 (3) of the Grant Agreement, we would like to report on the progress of the Project up to the following stages:

[Common]

- During the JDS Project [Semi annually]
 Completion of the JDS Project
 Other _____

Please see the details as per attached Project Monitoring Report (PMR).

Very truly yours,

[Signature]

[Name of the signer]

[Title of the signer]

[Name of the executing agency]

cc:

Director General

Financial Cooperation Implementation Department

Japan International Cooperation Agency

[Address specified in the Article 5 of the Grant Agreement]

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The Number of JDS Participants to be Accepted for Next Four Years
under the JDS Project in Mongolia (Master's Course)

Sub-Program	Component		University	Graduate School	Expected Number of JDS Participants				
					1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1. Strengthening of Governance toward the Realization of a Sound Macroeconomy	1-1 Strengthening Discipline in Public Finance and Developing Financial System	1-1-1 Public Finance Management	Saitama University	Graduate School of Humanities and Social Sciences	2	2	2	2	8
		1-1-2 Financial Policy and Capital Market Policy	International University of Japan	Graduate School of International Relations	2	2	2	2	8
	1-2 Strengthening Governance	1-2-1 (A) Public Policy	Meiji University	Graduate School of Governance Studies	2	2	2	2	8
		1-2-1 (B) Public Policy (1 year)	National Graduate Institute for Policy Studies (GRIPS)	Graduate School of Policy Studies	2	2	2	2	8
		1-2-2 Development of Legal System in the field of Business, Economy and International Law	Nagoya University	Graduate School of Law	2	2	2	2	8
2. Environment-friendly and Balanced Economic Development	2-1 Strengthening Domestic Industry and Diversifying Export Products		Hiroshima University	Graduate School of Humanities and Social Sciences / Graduate School of Innovation and Practice for Smart Society	2	2	2	2	8
			Rikkyo University	Graduate School of Business	2	2	2	2	8
	2-2 Sustainable Energy Development and Policy	Nagoya University	Graduate School of Environmental Studies	1	1	1	1	4	
Total					15	15	15	15	60