

MNCCI, DUAL VOCATIONAL TRAINING UNIT

DEVELOPMENT ROADMAP OF THE DUAL VOCATIONAL TRAINING UNIT

Ulaanbaatar city

December, 2025

DEVELOPMENT ROADMAP OF THE DUAL VOCATIONAL TRAINING UNIT

A development roadmap has been envisioned for the full localization and development of the Dual training system, and reflected in a sequence of key targeted actions in three phases:

1st PHASE: LAYING A FOUNDATION

At this stage, the legal framework is laid, institutional structures are established, and dual training experiments are implemented.

2026 – Test and Login

Focus

- Establish the legal framework and institutional framework
- Introduce a partnership system
- Public awareness
- Test the dual training

Key Tasks

- Confirm the rights and functions of the DVTU at the policy level
- Develop a model for cooperation between enterprises and TVET
- Put standard documents (dual training agreements, examination procedures, enterprise assessment and certification procedures, registration) into operation
- Sign a memorandum of understanding with stakeholders
- Launch pilot dual training in 2–3 sectors
- Launch training for Masters and In-CTs, prepare and certify In-CTs
- Promote and familiarize the public about dual training
- Activate local vocational training councils

Actual results of 2026

- Legal framework, regulations and rules have begun to be established
- 10–15 companies and 3-5 DVTU has begun to be participated in dual training
- Partnership system has begun to be implemented

2027 – Standardize & expand

Focus

- Make test for standard system
- Expand the scope of professional fields
- Assess and certify enterprises

Key tasks

- Introduce a standardized examination and assessment system for the professional sector
- Regularize In-CTs and Master training
- Officially introduce paid service packages for the DVTU
- Start registering in the database

Actual results of 2027

- Dual training = repeatable, standard system has created
 - Implementation has started in 4–6 sectors
 - DVTU has generated its first own revenue
-

2nd PHASE: CONSOLIDATION & EXPANSION

Learning from the first phase of trials, dual training will be implemented on a wider scale from 2028.

2028–2029 – System stabilization & Expansion

Focus

- To become financial and institutional stable
- To uniform implementation across the country
- To intensify the certification of enterprises
- To begin increase DVTU its service revenue

Key tasks

- In 2028-2029, the number of participating companies and trainee-employees will be increased annually.
- Prepare for the implementation of dual training at the local and regional levels
- Fully operate the national dual training database
- Regularize policy-level monitoring and evaluation

Actual results of 2028-2029

- Dual training = national level system
 - Enterprise participation has become stable
 - Quality assurance system will be fully operational this time
 - Private sector confidence will increase and the number of trainee-employees will increase
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3rd PHASE: LOCALIZATION & IMPROVEMENT

2030-2031 on – Localization & Improvement

At this stage, the dual training system will stabilize across the country and reach a level where it will be effective.

Focus

- Make dual training the main mechanism for vocational and technical education in Mongolia

Key works

- The legal framework for dual training in Mongolia will be fully established, and all necessary standards, guidelines, and programs will be approved.
- Make dual training a fundamental part of sectoral policy

Actual results of 2030-2031

- Dual training will become an integral part of vocational education
 - Dual training system has strengthened at the national level
 - DVTU will be a sustainable institution in the long term
 - DVTU will be able to finance its core costs with its own income and move to financial independence.
 - Dual training system will bring benefits to the economy and society
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This development roadmap represents a general outlook and may change in detail during implementation depending on the actual situation, budget, and stakeholder engagement. The main

content is: lay the foundation in the first 2 years, expand and stabilize in the next 2 years, and aim to create a fully efficient system after 5-6 years.

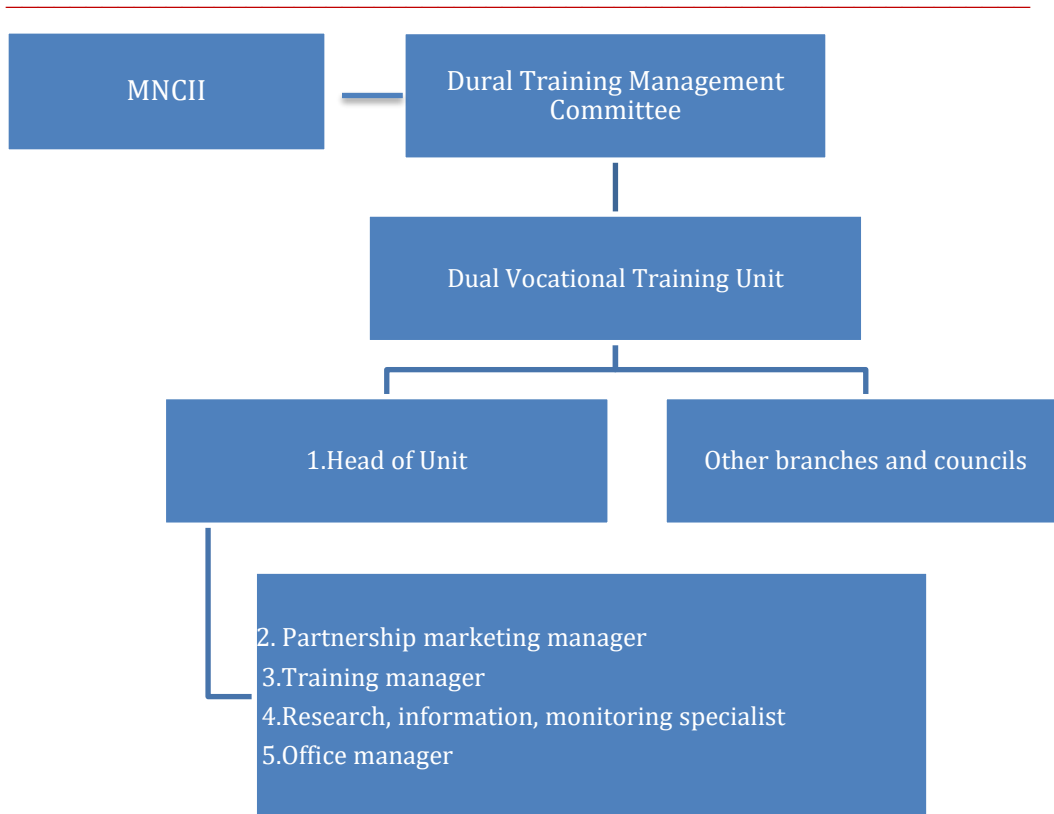
MNCCI, DUAL VOCATIONAL TRAINING UNIT

**STRUCTURE AND ORGANIZATION OF DUAL
VOCATIONAL TRAINING UNIT**

Ulaanbaatar city
2025

Structure and organization of the DVTU

In order to effectively implement the Dual vocational training system, it is necessary to rationally determine the structure, human resource organization, and functions of the DVTU. The unit will operate under the MNCII with an independent structure and its own management and team. The DVTU is initially planned to have a compact structure and 5 job positions. This is intended to provide the ability to work quickly and flexibly while saving operational costs.



- The unit currently has no formal departments and will follow a function-based organization.
- Each job position will be responsible for a specific function and will flexibly perform multiple functions.

1. Structure and staffing of the DVTU

№	Job position	Staffing
1	Head of Unit	1
2	Partnership marketing manager	1
3	Training manager	1
4	Research, information and monitoring specialist	1
5	Office manager	1
	TOTAL	5

2. Duties and responsibilities of the DVTU

Job position	Main functions
Head of Unit	• Manage and organize the activities of the unit and ensure the implementation of the plan • Ensure the implementation of development goals • Ensure coordination with the MNCCI and related ministries and partner organizations • Represent the unit in management committee and policy-level meetings and discussions • Monitor the performance of the unit's staff and properly allocate internal resources.
Partnership marketing manager	• Expand collaboration with private sector organizations • Responsible for policies and agreements to support company participation • Oversee the implementation of dual training agreements and coordinate the process of recruiting new companies • Responsible for marketing to sell memberships, consulting services, and paid training • Act as the main liaison to resolve issues related to organizing training in the company environment • Be the main contractor for “Management Consulting Services” and participate in developing recommendations tailored to the specifics of the company • Organize the capacity assessment of the companies (whether they meet the conditions for hiring “trainer-employee”), draw conclusions, and list of qualified companies will be approved by the management committee. • Organize events to mediate graduates in the workplace

Training manager	• Collaborate with VTTEI organizations, companies, and professional associations to develop dual training programs and content • Coordinate the process of developing training content, manuals, and assessment tools that meet professional standards • Manage the training program for “In-CTs” preparation and monitor the quality of In-CTs • Manage the training program for “MASTER” preparation and monitor the quality of MASTERS • Participate in the creation and implementation of internal and external monitoring systems for training quality (assessment, accreditation, progress and final examinations, etc.) • Identify and develop recommendations for improvement in the process of training and apprenticeship • Organize mid-term and final examinations
Research, information, monitoring specialist	• Responsible for the integrated database of dual training, data collection and analysis. • Develop proposals for improving the legal environment • Regularly measure indicators such as graduate employment (graduate tracking), student satisfaction, and employer evaluation, and issue annual monitoring and evaluation reports • Monitor the implementation of dual training through research methods and develop proposals for improving results • Provide the unit with quantitative and qualitative information necessary for developing policy recommendations
Office manager	• Organization of daily operations of the unit and perform paperwork, communication, and internal administrative tasks • Provide support in document preparation, training, and meeting organization • Prepare training contracts, certificates, and official documents

Note: The above structure and staffing are suggested as a guideline and can be flexibly organized depending on finances and workload. For example, in the initial phase, some functions may be performed by one person or by hiring a contracted consultant on a project-by-project basis. In the future, as the dual training activities expand, the principle of increasing the structure and staffing will be followed.

MNCCI, DUAL VOCATIONAL TRAINING UNIT

**OPERATIONAL DEVELOPMENT DOCUMENT OF DUAL VOCATIONAL
TRAINING UNIT
(2025–2030)**

Ulaanbaatar city
November, 2025

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INTRODUCTION

Although Mongolia's economy has relied heavily on mining in recent years, the industrial and service sectors are growing and diversifying. The labor market is also experiencing a continuous increase in demand for skilled workers trained by Technical Vocational and Education and Training (TVET).

The Business Environment Survey of MNCCI highlights that many organizations are spending significant time and money retraining new graduates. This reflects the country's shortage of skilled workers and the low skills of skilled workers in the labor market.

International experience has shown that "Dual Training", where schools and business entities work together to train their employees, is the best way to effectively prepare employees with the knowledge and skills needed in the labor market.

Therefore, the implementation of dual training in Mongolia officially began in July 2023, with the introduction of the form of dual training in the Law on Vocational and Technical Education and Training, a package of education laws approved by the Mongolian State Great Khural.

A skilled workforce is the main driver of the economy and plays an important role in the business environment. Therefore, within the framework of the main task of improving the business environment, the MNCCI signed a memorandum of understanding with the Ministry of Education and Science on "Cooperation in the Development of a Dual System of Vocational Education and Training" in March 2024 and established a Dual Training Unit.

In the future, the newly established "Dual Vocational Training Unit" by the MNCCI to effectively support the activities of business entities and companies needs to define its development goals and directions for implementation in 2025–2030. This operational development document reflects the unit's mission, vision, values, operational directions,

MISSION

The mission of the "Dual Vocational Training Unit" is to cultivate a "Dual Vocational Training System" based on partnerships between employers and Vocational and Technical Education and Training institutions in Mongolia and to provide leadership in training a skilled workforce.

Specifically, the DVTU aims to become a bridge organization for cooperation between the public and private sectors, and aim to equip young people with the skills to work in high-paying jobs and contribute to creating the human resources needed by employers by developing partnerships and dual training between vocational education and training institutions with the direct participation of business entities.

VISION

Vision: *“Participatory quality education – The foundation of a skilled workforce.”* By 2030, the dual education system has been successfully implemented in Mongolia and has developed into a sustainable and efficient system with broad participation of the private sector and TVET. The right culture has been created for business entities and organizations to prepare the younger generation for succession.

VALUE

"Dual Vocational Training Unit" will uphold the following values in its operations:

Partnership and Cooperation: We value active cooperation between the government, the private sector, and TVET. We will make any initiatives and decisions based on consensus and mutual trust between the parties.

Quality and Effectiveness: Continuously improve the quality of training and prioritize tangible results that meet the expectations of “trainee-employee” and the needs of employers. The skills acquired by "trainee-employee" and the employment of graduates are the main measures of our work success.

Professionalism and Innovation: Continuously improve the professionalism of “trainee-employee” and “in-company trainers” (In-CTs) and promote a culture of mentoring and coaching the younger generation. We are open to introducing new ideas and innovative solutions to training programs and methods.

Accountability and Inclusion: Stakeholders will honor their obligations and commitments, and adhere to the principles of transparency and accountability in their operations. They will also aim to provide equal opportunities for “trainee-employee” from all social groups, and to create a work environment that is gender-sensitive, non-discriminatory, and empowers the younger generation.

“Trainee-employee” rights: The employment rights, safety, and learning and development opportunities of trainee-employee will be protected as a priority. Every “trainee-employee” will receive quality education and support in providing knowledge and skills that meet the requirements of the workplace.

DIRECTION OF OPERATION OF THE DUAL VOCATIONAL TRAINING UNIT AND ITS GOALS

- 1. Cultivate a system of public-private cooperation and partnership to prepare a skilled workforce in the labor market**

The unit's primary mission is to ensure active participation of the private sector in dual training and expand the partnership network between employers and TVET.

Directions of work:

- ✓ Create a model of public-private partnership to train qualified personnel.
- ✓ **At the micro level:** Establish a contractual relationship with the TVET to assess, certify, and involve the private sector as partners in implementing “Dual Training”.
- ✓ **At the Meso level:** Create a partnership network to implement “Dual Training” in each sector
- ✓ **At the macro level:** Strengthening partnerships with governments, ministries, and agencies to improve and strengthen the skilled workforce in the labor market
- ✓ Encourage and promote forms of cooperation at all levels

2. Support the development of training programs aligned with labor market demands and the improvement of training quality

Provide support at the preparation and implementation level of the dual training and provide support in curriculum development and in the training process.

Directions of work:

- ✓ Support the phased development of curriculum with private sector participation in all areas of dual training.
- ✓ Support the development of new curriculum that combine theory and practice and are in line with professional standards, in collaboration with industry professional organizations.
- ✓ Participate in ensuring that these programs meet standards, legal and regulatory requirements, and contribute to the establishment of a quality control system based on learning process and graduation evaluation.

3. Provide methodological support to employers to build their human resources and empower the younger generation.

Provide methodological recommendations to business entities, companies, and employers to strengthen human resources and increase their material and human resource capabilities to implement dual training.

Directions of work:

- ✓ By implementing the requirements and standards for “in-company trainers” (In-CTs), each participating company will be provided with qualified trainers and the conditions to create a human resource for training the younger generation.
- ✓ Regularly organize In-CTs, and increase the number of In-CTs by 2030.

- ✓ Introduce a “Dual training Management” consulting service for business entities, providing guidance and recommendations on developing training plans, workplace training methodologies, and assessment methods.
- ✓ Establish a network of cross-sector In-CTs and develop a system of mutual learning and develop a support system.

Expected results: Each organization participating in the dual training will have qualified In-CTs, creating a resource for preparing the younger generation and the next generation. By 2030, the number of participating companies and people with certificates of In-CTs will be increased several times from the current level, and the number of “trainee-employees” per In-CTs will be maintained at a reasonable level.

4. Promote and introduce the best business entities that educate the youth, support business activities, and spread positive culture in society.

Promoting Employers' Enterprises (EIEs) that are successfully implementing training programs and preparing the younger generation and their successors will serve as a basis for creating this right culture and practice in the future.

- ✓ Monitor and ensure transparency and efficiency in the incentive system
- ✓ Promote the benefits of the business entities which implementing the dual training

Expected results: There will be good habits in society.

5. Creating an ecosystem where “trainee-employee” can have competitive skills and earn high incomes in the labor market.

You will have the opportunity to work while studying and gain experience.

Directions of activity:

- ✓ Monitor the working conditions, safety, and quality of the training environment during the in-company training period at the workplace, and regularly review the implementation of the Dual training agreement. Recommend on creating conditions for fair remuneration and social insurance coverage and provide mediation if necessary for the trainee-employee during the internship period.
- ✓ Initiate and implement the “training-employment succession alliance” programs that directly transfer graduates to the workplace (for example, organizing annual graduate job fairs and establishing “graduate contracts” with partner companies)

Expected results: All trainees who have participated in Dual training in an environment where occupational safety is ensured and their legal rights are protected, and their satisfaction with the training process is high. More than 70-80 percent of graduates are provided with employment

opportunities immediately after graduation, reducing youth unemployment and skills mismatch indicators.

6. Create a dual training database to streamline policy planning and decision-making.

An important function of the unit is to create a unified database of dual training, integrate data from stakeholders, conduct data analysis, and begin making data-driven decisions.

Directions of implementation:

- ✓ This database will include all necessary data such as the registration of institutions implementing dual training, human resources (“In-CTs”, trainee-employee), occupational standards, training programs, assessment results, fulfillment of dual training agreements, graduate employment, funding information, etc.
- ✓ The database will be regularly updated and developed into an open platform that can be used by all parties. Based on the collected data, research and analysis will be conducted annually on the implementation of dual training, identifying challenges and opportunities for improvement, and issuing policy recommendations.

Expected results: A database enriched with data and research results on dual training has been created and is being actively used by policymakers to make decisions. By 2030, the legal framework for dual training will be fully developed (for example, the necessary amendments to the Law on Vocational Education and Training and the adoption of relevant standards and regulations), and the government will have started implementing long-term strategies and programs to support this system. In addition, awareness and understanding of dual training among the public, employers, and young people has increased significantly, and the amount of projects and programs and the amount of investments has increased.

CONCLUSION

The implementation of these development goals will contribute significantly to the preparation of a skilled and qualified workforce that meets the needs of the Mongolian labor market, the successful introduction of a new system, and the improvement of the country's economic competitiveness, increasing youth employment, and meeting the human resource needs of employers domestically.

In order to implement the above goals, the unit should prepare a detailed annual action plan and implement sub-goals with specific criteria in stages. It is aimed to achieve the development goals by 2030 by reporting the implementation progress to the management committee and making necessary adjustments and improvements.