

**FINAL REPORT**  
**ON**  
**PREPARATORY SURVEY**  
**REGARDING**  
**JAPANESE GRANT AID FOR HUMAN RESOURCE**  
**DEVELOPMENT SCHOLARSHIP (JDS)**  
**IN**  
**THE KINGDOM OF CAMBODIA**

**February 2010**

**JAPAN INTERNATIONAL COOPERATION AGENCY**  

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**JAPAN INTERNATIONAL COOPERATION CENTER**

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# Abstract

## 1. Outline of the Preparatory Survey

### Background of the Preparatory Survey

The Japanese Grant Aid for Human Resource Development Scholarship program (hereinafter referred to as “JDS”) launched in fiscal 1999, aims “to support human resource development in the recipient countries targeting highly capable, young government officials who are expected to engage in formulating and implementing socio-economic development plans and to become leaders in their countries”. As the number of target countries increases, JDS has been implemented in 11 countries as of fiscal 2009. For further effectiveness and efficiency, the JDS under the new system (hereinafter referred to as “New system”) has started to be gradually introduced since fiscal 2008. For the introduction of New system for fiscal 2010, , the survey was conducted in Sri Lanka as well as in existing three JDS target countries namely Cambodia, Vietnam and Bangladesh in fiscal 2009.

### Objective of the Preparatory Survey

The main objectives of the Preparatory Survey are as follows;

- To conduct necessary selection for JDS applicants from the target groups, and finally select the successful JDS candidates. Throughout the process, to formulate and finalize Basic Plan for Sub-Program with participation from accepting universities and with the information obtained through exchange of views between Preparatory Survey Team and officials of concerned organizations in Cambodia and between interviewers from accepting universities and officials of concerned organizations in Cambodia.
- Based on the survey result drawn from the process above, to identify appropriate number of JDS participants, examine the contents and necessary expense of Special Programs to be provided to JDS participants by accepting universities throughout the JDS implementation period, and formulate the project plan including budget scale of JDS for 4 batches starting from the following Japanese fiscal year.

### Method of the Preparatory Survey

As the part of the Preparatory Survey, the field survey was conducted from August, 2009 to November, 2009.

- August, 2009: Confirmation of the survey framework
  - (1) To identify Sub-Programs, which correspond to both the county assistance program for Cambodia by the Government of Japan and development needs of Cambodia
  - (2) To confirm placement plan of accepting universities, which can provide educational

programs for the respective Sub-Programs

- (3) To identify the target groups of the project corresponding to Sub-Programs
  - (4) To select Managing Organizations, which provide necessary support for their related Sub-Programs during the implementation of JDS
  - (5) To confirm the implementation system
- August to October, 2009: Recruitment of applicants and selection for the 1<sup>st</sup> batch under New System
  - October, 2009: Formulation of Basic Plan for Sub-Program, which is a Sub-Program wise project plan of JDS
  - November, 2009: Finalizing the scale of JDS

### Result of the Preparatory survey

#### **A list of sub-programs/components in Cambodia**

Sub-program	Component		M/O <sup>1</sup>	Target (nominate) organization	Name of University	Maximum No. of JDS Participants
1. Realization of Sustainable Economic Growth and a Stable Society	1-1. Promoting Good Governance	1-1-1 .Legal and Judicial Development	Ministry of Education, Youth and Sport	Ministry of Justice, Ministry of Interior, Council for Legal and Judicial Reform	Graduate School of Law, Nagoya University	3
		1-1-2. Improving local and central administrative functions		All ministries and agencies <sup>2</sup> 、 23 Provincial Cabinet	Graduate School of International Relations, International University of Japan	4
		1-1-3. Developing closer international relationship between Asian countries		All ministries and agencies	Graduate School of Humanities and Social Sciences, University of Tsukuba	3
	1-2. Improving of Social and Economic Infrastructure			Ministry of Public Works and Transport, Ministry of Industry, Mines and Energy, Ministry of Post and Telecommunication, National Information Communications Technology Development Authority, Ministry of Education, Youth and Sport	Graduate School for International Development and Cooperation, Hiroshima University	3
	1-3. Promotion of Economy and Industry Development			Ministry of Economy and Finance, Ministry of Commerce, Ministry of Industry, Mines and Energy, Council for the Development of Cambodia, Ministry of Education, Youth and Sport	Graduate School of International Development, Nagoya University	3

<sup>1</sup> M/O: Managing Organization

<sup>2</sup> All ministries and agencies: 29 organizations consisting of 24 ministries excluding the Ministry of Defense, 3 secretariats, the Office of the Council of Ministers and the Municipality of Phnom Penh.

Sub-program	Component	M/O <sup>1</sup>	Target (nominate) organization	Name of University	Maximum No. of JDS Participants
	1-4. Agriculture and Rural Development		Ministry of Agriculture, Forestry and Fisheries, Ministry of Water Resources and Meteorology, Ministry of Rural Development, Ministry of Education, Youth and Sport	Kyushu University Graduate School of Bioresource and Bioenvironmental Sciences	3
2. Support for the Society Vulnerable	2-1. Improvement of the Quality of Basic Health Care Service		Ministry of Health, Provincial Health Office	Waseda University Graduate School of Asia-Pacific Studies	2
	2-2. Support for the Education Sector		Ministry of Education, Youth and Sport	Hiroshima University Graduate School for International Development and Cooperation	3

### Relevance of the JDS

As a result of the survey, the sub-programs /components set based on the Cambodia's need to develop human resource through the JDS are consistent with the development issues of Cambodia and the Country Assistance Program of Cambodia and the corresponding JICA programs. This figure indicates that each component corresponds to the target priority areas in the development issues of Cambodia or Japanese Assistance Plan.

Since the project for human resource development would be found effective in the long-term perspective, the project objective, particularly the project goals shall ultimately attribute to "their active contribution to a solution to the development issues in their country" by JDS participants being provided the opportunities or occupations for such utilization by the organizations they belong to and effectively utilizing the acquired knowledge after returning home.

The followings show the indicators to measure achievement of the project purpose. These indicators common in all components have been set considering the perspective above:

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

The indicator "Percentage of JDS participants who have acquired master's degree " has been highly achieved through encouragement of application targeting the personnel matching the purpose of the program at the time of recruitment or the organizations associated with the target areas, basic academic knowledge or learning abilities, selection based on basic education, and various supports and regular monitoring (management of their academic, life and health issues and advising through an interview) for the JDS participants in Japan. The achievement rate as of October 2009 reaches 99%.

As for the indicator "Percentage of ex-JDS participants who are assigned to a department that concerns the process of policymaking and institution building in their specialized field ", the

applicants other than public servants had no choice but leaving their occupation to participate in the JDS, making it difficult for them to be employed by the organization they belonged to at the time of their application. However, focusing on public servants in conjunction with reviewing the conventional JDS, the public servants as the JDS participants have signed an agreement with their organizations where they are required to return to workplace over two to five years after returning to their country. Therefore, compliance with such agreement will achieve the indicator.

## 2. Issues and suggestion

The followings show the issues and suggestion obtained through the Survey, which were shared by the operating committee members at the 2<sup>nd</sup> operating committee meeting held on November 2009:

### (1) Implementing the nomination system

As for the new recruitment system, the nomination system which make any applicants eligible regardless of public servants or private personnel with nomination from the appointed target (nominate) organization in charge of recommending appropriate applicants was introduced. However, it was revealed that most government organizations (ministries) were not authorized to recommend the personnel outside their own ministry. Further, the current recruitment method does not incur to ministries any responsibility for recommending a certain number of candidates (so called allocation of the number of recommenders), making hard to draw out the ministries' independence in obtaining applicants.

Thus, the implementation of the nomination system should better be reconsidered in the next fiscal year.

### (2) Appointment of target (nominate) organization

It is difficult to recruit applicants who highly match the components due to too broaden appointment of target (nominate) organizations. Regarding on this situation, the target (nominate) organization shall be narrowed down only for those highly related to component and enhance development of expected human resource through JDS program.

Beside the above mentioned point, more appropriate target (nominate) organization shall be examined and appointed for each component to ensure the relation between target (nominate) organization and the needs of development issues (components).

As to recruit more appropriate candidates for 2<sup>nd</sup> batch, the appropriateness of target (nominate) organization shall be reconsidered based on the suggestion from universities.

In the new system of the JDS where it is important to assure the candidates for contributing to the continuous generation of the program effect for four years, the more accurate number of potential applicants needs to be recognized by collecting the personnel data each ministry is currently arranging.

(3) Component setting in relation to improvement of the quality of the basic healthcare services

At the beginning, accepting university proposed very specific program for the component “Improvement of the quality of the basic healthcare services”. However, through the discussion between university and ministry of health, it was confirmed that the university is ready to provide variety of programs which satisfy variety of needs by Cambodian government and it is considered that more efficient recruitment would be implemented for 2<sup>nd</sup> batch.

(4) Recruitment period

As the program for this fiscal year could provide the application period of only around a month due to the survey schedule, the number of applicants necessary to ensure moderate competitiveness in the selection was hardly attracted. Taking into account the time required for various procedures and preparation of the application documents in the target (nominate) organizations, the schedule for the next fiscal year onwards, in designing the JDS project, should be considered so that around a month will be provided as the period for the preparatory explanations to the target (nominate) organization and internal approval procedure to assure at least a month and half as the application period.



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

## 1-1. Present Situations and Issues of JDS

### 1-1-1. Present situations and issues

The Japanese Grant Aid for Human Resource Development Scholarship program<sup>3</sup> (hereinafter referred to as “JDS”) launched in Uzbekistan and Laos in fiscal 1999. JDS aims at the developing countries with increasing demands for human resource development in those fields as legislations, economics and business administration, which are essential for transition to the market economies with the purpose “to support human resource development in the recipient countries targeting highly capable, young government officials who are expected to engage in formulating and implementing socio-economic development plans and to become leaders in their countries”. As the number of target countries increases, JDS has been implemented in 11 countries<sup>4</sup> as of fiscal 2009. The total number of JDS participants coming to Japan exceeds 2,000 by fiscal 2009.

Although the government officials of the target countries highly evaluate that the participants contribute to the development of their own country taking advantage of the achievements acquired through study in Japan in various ways, the overall JDS for the last decade has been needed to be reviewed on the following items for further effectiveness and efficiency:

- Concentration on the fields of study based on the Country Assistance Program
- Selection of target candidates and target organizations to be developed
- Continuous acceptance of JDS participants by the same universities to improve quality

In response to such background, the JDS under the new system (hereinafter referred to as “New system”<sup>5</sup>) has started to be gradually introduced since fiscal 2008 when the Preparatory Survey for the introduction of the new system was conducted to Tajikistan, a new target country, in addition to Uzbekistan, Laos and Mongolia. The Survey was conducted to comprehend what the recipient government needed through the field survey, and to form a project based on the Country Assistance

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<sup>3</sup> Japanese Grant Aid for Human Resource Development Scholarships (JDS) Program: A human resource development (overseas education) scheme provided to currently 11 countries through Japanese grant aid.

<sup>4</sup> 11 countries: Uzbekistan, Laos, Vietnam, Cambodia, Cambodia, Mongolia, Myanmar, China, the Philippines, Kyrgyzstan and Tajikistan.

<sup>5</sup> New system: Under the new system, sub-programs are established in each target country based on Japanese ODA policy (target priority areas, etc.) and the target country’s issues and human resource development needs, target organizations (central government agencies, etc.) and Japanese accepting universities are selected, and participants are dispatched to the universities, which are suitable for the efforts for the sub-programs/components. Four years are regarded as one package. JDS participants will be dispatched under the same sub-programs/components, target organization and accepting university for the next four years. This results in improvement in the core human resources’ abilities to make policies and manage projects, which leads to improvement of the target organization’s ability to policy-making. In addition, accepting universities can provide education of programs suitable for target countries through the acceptance of JDS participants from the same country and target organization for the next four years.

Program and the JICA program in the country. In fiscal 2009, the survey was conducted in Sri Lanka as well as in existing three JDS target countries namely Cambodia, Vietnam and Bangladesh.

As of October 2009, 200 JDS participants have been accepted (145 of which have already returned home) since fiscal 2000, when JDS was established in Cambodia.

**Table 1: Number of JDS Participants from Cambodia**

	FY	Fields of Study		Ratio of public to private sectors of participants		Number of JDS participants returned to previous workplace (Immediately after returning to country)
		No. of participants	Detail	Public	Private	
1st Batch	2000	20	Law, Business Administration, Economics, International Relations, Agriculture/Rural Development, Infrastructural Management	32%	68%	4/19
2nd Batch	2001	20	Law, Business Administration, Economics, International Relations, Agriculture/Rural Development, Infrastructural Management	65%	35%	11/20
3rd Batch	2002	20	Law, Economics, International Relations, Agriculture/Rural Development, ICT <sup>6</sup> , Infrastructural Management	50%	50%	7/20
4th Batch	2003	20	Law, Economics, International Relations, Agriculture/Rural Development, ICT, Infrastructural Management	45%	55%	4/20
5th Batch	2004	20	Law, Economics, International Relations, Agriculture/Rural Development, ICT, Infrastructural Management, Health administration	60%	40%	9/20
6th Batch	2005	25	Law, Public Policy/public Administration, Economics, International Relations, Agriculture/Rural Development, ICT, Infrastructural Management, Health administration, Educational Administration	55%	45%	10/20
7th Batch	2006	25	Law, Public Policy/public Administration, Economics, International Relations, Agriculture/Rural Development, ICT, Infrastructural Management, Health administration, Educational Administration	40%	60%	9/20 returned
8th Batch	2007	25	Law, Public Policy/public Administration, Economics, International Relations, Agriculture/Rural Development, ICT, Infrastructural Management, Health administration, Educational Administration	44%	54%	Still studying in Japan
9th Batch	2008	25	Law, Public Policy/public Administration, Economics, International Relations, Agriculture/Rural Development, ICT, Infrastructural Management, Health administration, Educational Administration	28%	72%	Still studying in Japan
Total		200				

Arranging and clarifying the direction of the JDS as “the human resource development focusing on the government officials who could contribute to the comprehensive development strategy (Rectangular Strategy) of Cambodia” since fiscal 2007, the program has paid intensive attention

<sup>6</sup> Information and Communication Technology

particularly to the following three points for further effectiveness in the JDS program:

- Setting the direction of study: The Rectangular Strategy and the National Strategic Development Plan (NSDP) were set as the development issues to be dealt with in each study field, and thoroughly informed and shared among the Operating Committee, accepting universities and applicants from recruitment through to the time after completion of studying in Japan.
- Setting study fields exclusive for public servants: Administration and educational administration intended only for public servants who would be the direct players of the issues concerned.
- Preferential treatment of public servant applicants: The system that allows public servant applicants to preferentially go through the selection of the next stage by adding some marks in the language test or the examination of the documents under the certain rules in the selection process were introduced.

However, expansion of the target areas to nine areas upon the request by the Government of Cambodia facing various development issues created issues that the number of candidates to be selected for an area was small or that the issues expected to generate effectiveness through the JDS program were not focused on (i.e. the aim or direction of the entire JDS in Cambodia was not being organized). Moreover, targeting those other than public servants as to ensure sufficient applicants, the ratio of public servants who apply for or pass the JDS program has fallen below 50% of the total in the last few years.

#### 1-1-2. Development Plan

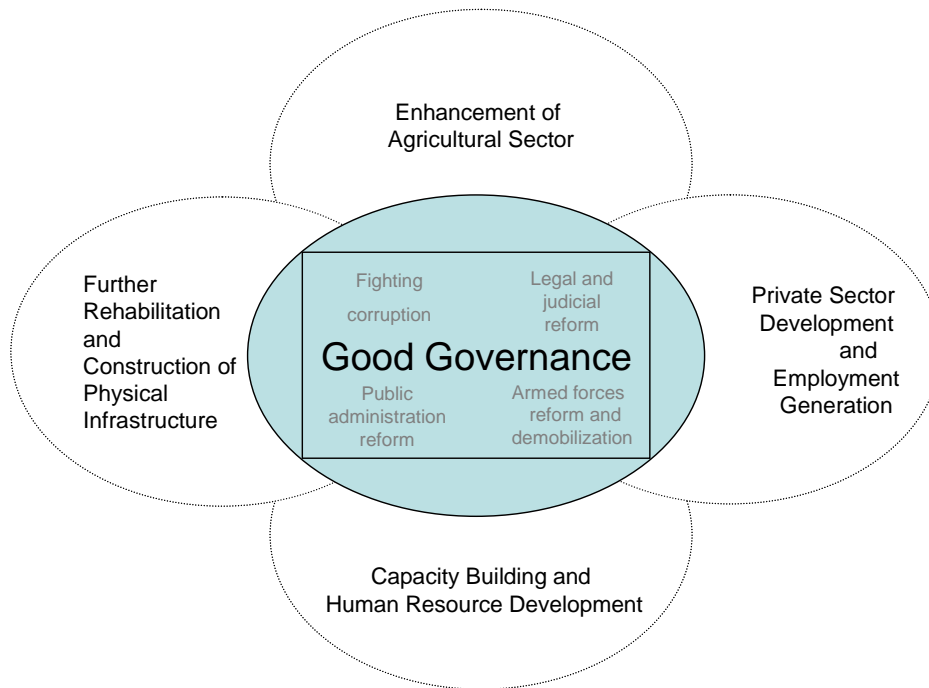
The national development plans previously formulated in Cambodia to promote development of the country include: the Socio-Economic Development Plan II 2001-2005<sup>7</sup> (SEDP II) and the National Poverty Reduction Strategy 2003-2005 (NPRS). The recent national development plans or strategies include the Rectangular Strategy and the National Strategic Development Plan (NSDP) and currently development is led by the government agencies.

##### (1) Rectangular Strategy

The Rectangular Strategy was announced by the Prime Minister Hun Sen in the first meeting of the national assembly when his third legislature was established in July 2004. (See Fig. 1)

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<sup>7</sup> The Socio Economic Development Plan I implemented between 1996 and 2000.



**Fig. 1 Diagram of the Rectangular Strategy**

Source: NATIONAL STRATEGIC DEVELOPMENT PLAN 2006-2010; the Royal Government of Cambodia

The diagram situates “Good Governance” in its centre with four highest prioritized issues in each of the four corners. At the same time, it focuses on the development of four areas to achieve the goals. The government has formulated and implemented the following legislations based on this strategy:

- (i) Formulation of anti-corruption law
- (ii) Development of laws (the Law of Criminal Procedure, the Law of Civil Procedure and the Civil Law have been enacted)
- (iii) Increase the base salary of national public servants (the average salary in 2007 is 55 US dollars a month, increased by 163% compared to 2002)
- (iv) Establishment of the Organization Act that specifies decentralization and deconcentration (the Organization Act was enacted in April 2008)

In the first meeting of the national assembly when the fourth consolidation government was established (September 2008), the Prime Minister Hun Sen announced the “New Rectangular Strategy” inheriting the Rectangular Strategy proposed in the above-mentioned previous administration in order to promote development basically from the same viewpoint as before.

## (2) National Strategic Development Plan (NSDP)

In 2006, the Government of Cambodia formulated the NSDP comprehensively inheriting the SEDP III in 2006 onwards and the next NPRS with a view to hammering out the development plan based on the Rectangular Strategy. Considering poverty reduction as the largest goal, the NSDP sets the goals such as achieving the indicators of the Cambodia Millennium Development Goals (CMDGs), playing a role as a strategy to shape the Rectangular Strategy. In conjunction with the establishment of

the new legislature in July 2008, the NSDP was determined to be extended until 2013.

### **National Strategic Development Plan (NSDP: 2006-2013)**

**[Development goal]** Poverty reduction

**[Priority issues]**

(1) Good governance (2) Environmental improvement for good governance (3) Agriculture and Rural Development (4) Infrastructure development (5) Private sectors development and employment expansion (6) Capacity building and human resource development

Breaking Cambodia's dependence on ODA and calling for further economic development through invitation of direct investment, Prime Minister Hun Sen has formulated the investment law that favors foreign investments and established the special economic zone (SEZ).

The aggregate total of bilateral ODA between accepted from DAC countries is equivalent to 30% of the Cambodian national budget while Japan has played a leading role in actively involving itself in the economic cooperation for Cambodia as the primary assistant and as the adjust between donors (see Table 2).

**Table 2: Amount of economic cooperation for Cambodia**

Amount: USD millions  
Flow Type(s): Disbursement

Donor(s)	2003	2004	2005	2006	2007
Japan	125.88	86.37	100.62	106.25	113.56
United States	51.22	48.14	70.36	57.87	87.22
Germany	21.98	22.5	24.81	27.64	37.62
Korea	10.76	23.88	17.77	13.83	35.28
France	25.76	25.64	29.31	29.77	35.00
Australia	19.88	25.01	28.39	33.1	27.68
DAC Countries Total	319.2	297.41	346.48	347.51	417.25

Source: OECD/DAC

### 1-1-3. Socio-economic Situations

Since the coup in 1970, Cambodia has experienced civil war and political turmoil for more than 20 years, which has long remained an unstable factor in the region. Nevertheless, three general elections held after concluding the Paris Peace Agreement in 1991 have indeed led the way to restoration and development.

Regarding the economic aspects, the country started its full restoration with the support of the international society in 1991 and achieved the GDP growth of 6.1% in average between 1994 and

1996 though the armed conflict in July 1997 as well as reduced foreign aids or investments and tourist income caused in the same year by the Asian economic crisis worsened the national economy. However, the economic growth has been improved since the establishment of the new legislature in 1998 achieved political stability, achieving the growth more than 10% every year in 2004 onwards. Further, the country became a member of ASEAN in 1999, participated in AFTA for trade liberalization within the region, and successfully joined in WTO in 2004.

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

As mentioned above, civil wars and political turmoil continuing for more than 20 years since 1970 resulted in the loss of the basic socio-economic infrastructures and a number of capable human resources, therefore extremely deficient in personnel for the governmental and educational organizations which both should bear the post-war restoration and development. As for Health related issues, lack of fully educated doctors has caused depletion of personnel engaging in health and medical care, the weakened training and development system or abilities of healthcare personnel and moral degeneration. Most of the government officials in a position of leadership and university staff who studied in communist countries such as the former USSR or Eastern Europe have no experience in relation to the market-oriented economic reform, modernization and improvement of the social infrastructure, requiring development of personnel with knowledge that can satisfactorily deal with such issues as soon as possible.

Some other issues facing Cambodia are: the economic infrastructure and the legal system to attract foreign investment have yet to be fully consolidated; there are not many export products of international competitiveness other than garment products; and the national financial base is fragile failing to fully collect custom duties consisting of the primary national tax revenue.

To improve these situations, the Government of Cambodia has requested implementation of the grant aid for human resource development to the Japanese Government since fiscal 2000, which has in response continuously cooperated with the Government of Cambodia up until now.

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

The cumulative total of the financial aid for Cambodia between 1967 and 1973 included the loan aid of 1.517 billion yen, grant aid of 2.638 billion yen and the technical aid of 1.663 billion yen; however, the bilateral assistance had stopped for a long time due to the worsened domestic situation in Cambodia subsequently. The cooperation by human resource development through acceptance of trainees restarted in fiscal 1989, and further bilateral assistance such as the emergency disaster aid and the grass-root grant aid restarted in fiscal 1991.

Government of Japan is the biggest aid donor for Cambodia and its cumulative total of financial aid at the end of 2007 is 47.073 billion Yen for technical aid, 122.465 billion Yen for grant aid, and



20.602 billion Yen for loan aid.

Government of Japan has supported mainly for field of BHN (Basic Human Needs) and Infrastructure under the scheme of Grant aid. For recent years, Japan has supported Grant Assistance for Underprivileged Farmer, Grant Assistance for Grassroots Human Security Project, Grant Aid for Japanese NGO's Projects

**Table 3 Record of Japanese Official Development Assistance**

Amount: hundred million Yen

Aid modality	FY2003	FY2004	FY2005	FY2006	FY2007	total
Yen loan	---	73.42	3.18	26.32	46.51	206.02
Grant aid	62.49	66.93	69.09	65.07	68.92	1,224.65
Technical cooperation	37.55	40.82.	45.93	40.42	37.84	470.74

Source : Country Data book (Ministry of Foreign Affairs)

(Remark 1) The amount for Yen loan and Grant aid are calculated based on the amount of Exchange of Note. The amount for technical cooperation is based on the budget for each fiscal year.

(Remark 2) The record of technical cooperation is the record of technical cooperation implemented by JICA

The following describes the main achievements in international student program similar to JDS which has been provided by Japan for Cambodia:

(1) Young Leaders Program (YLP)

The Young Leaders Program is a graduate-level scholarship program established in fiscal 2001, since when students have been accepted from Cambodia.

Purposes: To bring to Japan young government officials or those expected to be a national leader of Asian countries or other areas in the future, create the human or intelligent network with leaders all over the world through understanding aspects of Japan, and contribute to establishment of friendship between countries including Japan and improvement of the policymaking function.

Fields of study available: administration, business, law, local administration and medical administration

Language used: English

Length of study: 1 year (Master's course)

Main qualifications and requirements:

(Age) 40 or younger

(Academic background) Bachelor's degree or higher (or equivalent)

(Work experience) 3 to 5 years or longer of career

How to select candidates: Recommendation from a recommending organization in a target country

No. of accepted students from Cambodia: Cumulative total of 26 since fiscal 2001 (see Table 4 for details)

**Table 4: Number of accepted students from Cambodia through YLP**

FY	2001	2002	2003	2004	2005	2006	2007	2008	2009	Total
No. of Students	1	1	4	1	3	4	4	2	6	26

(2) The Japanese government (Ministry of Education, Culture, Sports, Science and Technology: MEXT) scholarship

Established in fiscal 1954, the scholarship has accepted “Research students”, “Undergraduate university students”, “College of technology students” and “Special training college students” from Cambodia since fiscal 1992, where the “Research students” are equivalent to the graduate level.

Purposes: To promote international cultural exchanges between Japan and foreign countries, strengthen mutual friendship and invest on development of human resources overseas

Fields of study: Fields related to the university majors and available in Japan

Language used: Generally Japanese

Length of study: Standard period of a course (period necessary to complete an official course)

Main qualifications and requirements:

(Age) 35 or younger

(Academic background) University or college graduates

(Work experience) None

How to select candidates: recommendation either by the Embassy of Japan overseas or by the Universities

No. of accepted students from Cambodia: Cumulative total of 124 since fiscal 1993 (see Table5 for details)

**Table 5: Number of accepted students from Cambodia through the MEXT Scholarship**

FY	1993	1994	1995	1996	1997	1998	1999	2000	2001	Total
No. of students	2	4	5	6	6	10	6	7	8	124
FY	2002	2003	2004	2005	2006	2007	2008	2009		
No. of students	6	6	8	11	10	10	9	10		

#### 1-4. Trend of Other Donors' Aid

The donors providing Cambodia with the similar programs to JDS include Australia, Canada, France, New Zealand and Korea, as shown in Table 6. Although they are all grants, the purposes or target candidates vary depending on each program, some of which intend to develop human resources mainly for government officials like JDS.

**Table 6: Programs for human resource development or other purposes by other donors**

Donor	Program/Project	Starting Date	Closing Date	Project Cost	Type of Assistance
Australia	Cambodia Australia Scholarships Program	1995/8/15	2015/12/30	23,180,493 AUD (1,890 mil yen)	Grant Aid
		The program seeks to develop human resources and improve capacity as a leader by sector, by region and along the important issues beyond the boundary, in the development cooperation between Cambodia and Australia and relationship between the two countries.			
Canada	Canadian Francophone Scholarship Program (CFSP)	2006/6/27	2008/12/31	543,000 CAD (47 mil yen)	Grant Aid
		The Canadian Francophone Scholarship Program (CFSP) is to train people from 37 developing countries in the francophone and to develop institutional capacity. The purpose of the scholarship program is to provide people in the francophone with more opportunities for higher education and to enhance the institutional capacity and relationship with these countries.			
Canada	Programme de bourses de la Francophone	2009/3/1	2011/12/31	648,000 CAD (56 mil yen)	Grant Aid
		As above (next phase of the program above)			
France	Scholarship programmes	2006/1/1	2011/12/31	3,580,000 EUR (476 mil yen)	Grant Aid
		This program seeks to develop capabilities through scholarship.			
New Zealand	English Language Training for Officials (ELTO)	2009/7/1	2014/7/1	3,500,000 NZD (231 mil yen)	Grant Aid
		This program seeks to improve the capacity of government officials through English proficiency training.			
New Zealand	New Zealand Development Scholarship (NZDS)	2006/6/1	2011/12/31	3,463,823 NZD (229 mil yen)	Grant Aid
		This program supports human resource development and capacity development with a view to poverty reduction through equal and sustainable socio-economic development.			
Korea	Invitation of Trainees for 2007	2007/3/15	2007/12/31	513,588 USD (45 mil yen)	Grant Aid
	Invitation of Trainees for 2008	2008/1/1	2008/12/31	634,000 USD (56 mil yen)	Grant Aid
	Invitation of Trainees for 2009	2009/2/2	2009/12/31	568,000 USD (50 mil yen)	Grant Aid
	This program brings government officials, policymakers, researchers and leaders from developing countries to Korea to focus on inheritance of Korean development experiences in various technical fields.				

## Chapter. 2 Contents of the JDS

### 2-1. Basic Concept of the JDS

As stated in Section 1-1-1, the JDS aims “to support human resource development in the recipient countries targeting highly capable, young government officials who are expected to engage in formulating and implementing socio-economic development plans and to become leaders in their countries” in developing countries with increasing demands for human resource development in the area of legislations, economics and management which are essential for transition to market economies.

Unlike ordinary scholarship programs that support individuals for overseas study, the JDS focuses on development of human resources involved in target priority areas that are determined upon discussion between a target country and the Japanese JDS related organization. Target priority areas are equivalent to the previous “field of study” and called sub-programs/components<sup>8</sup> in the new system, of which implementation is considered based on this Preparatory Survey.

Taking the above mentioned objective and features of the JDS into consideration, the Preparatory Survey team investigates human resource development needs and existence of potential candidates at the identified target organizations and others in the sub-programs/components set based on the target country’s national development plan and Japan’s Country Assistance Program. The team also formulates the scale and program plan of each sub-program/ component, “Basic Plan for the Sub-Programs”, which sets four years as a package, based on the results of the survey.

The following are the implementation system of the JDS

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

##### (1) Operating Committee

Regarding the implementation system of the JDS, the implementation system, functions and roles of the Operating Committee in addition to what the Government of Cambodia needed to do were explained based on Appendix 4 during the discussion for the field survey in the Preparatory Survey started in August 2009, and approved by the Government of Cambodia Officials.

The Operating Committee consists of the Cambodian members (the Ministry of Education, Youth and Sport, the Council for the Development of Cambodia, the Ministry of Foreign Affairs and International Cooperation and the Secretariat of civil Service) and the Japanese members (Embassy of Japan in Cambodia and JICA Cambodia Office), and has reached an agreement to discuss implementation and management of the JDS. In conjunction with the implementation of the grant aid

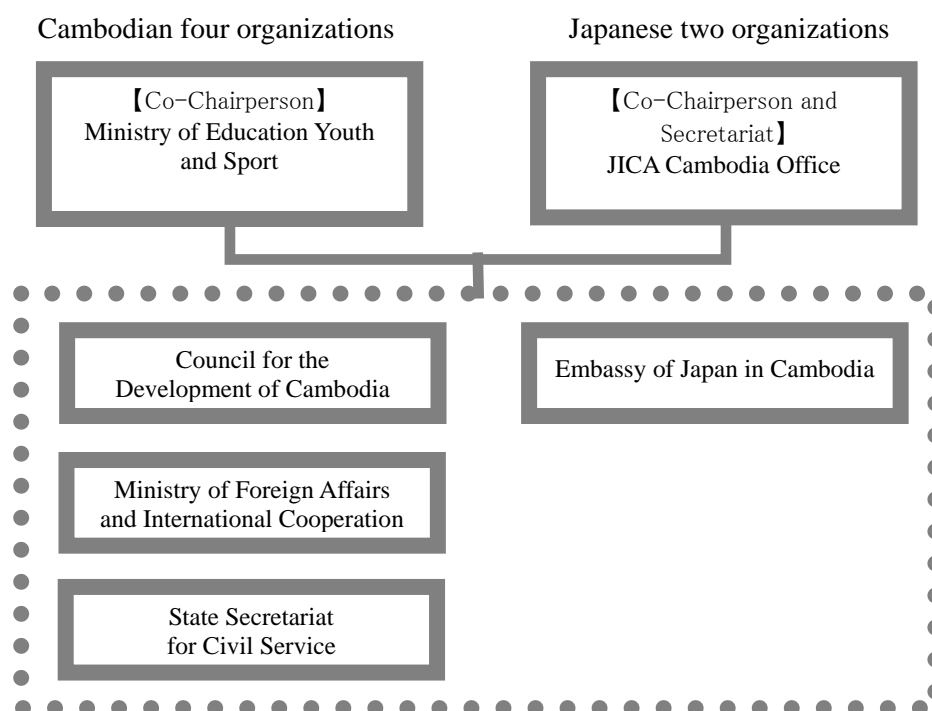
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<sup>8</sup> Sub-programs/components: “Sub-programs” are established based on Japanese ODA policy and development issues in a target country. If a sub-program contains two or more development issues or fields of study, two or more “components” are established in the sub-program. JDS participants set a research theme for their own graduate study based on the sub-programs/components.

transferred from the Japanese Ministry of Foreign Affairs to JICA, the first Operating Committee held in August 2009 confirmed that the JICA Cambodia Office served as the Japanese co-chairperson of the Operating Committee on behalf of the Embassy of Japan in Cambodia (See Fig. 2).

The functions and roles of the Operating Committee confirmed are as follows based on the JDS operating guidelines:

- A. Participation in the discussion to formulate the program plan in the Preparatory Survey:
  - To set the target priority areas, “sub-programs”, and development issues, “components”, which the JDS should tackle, based on the national development plan of Cambodia and Japan’s Country Assistance Program.
  - To appoint ministries or agencies associated with each component as target organizations to promote cooperation for formulating JDS four-year plan, the “Basic Plan for the Sub-Programs”.
  - To formulate the Basic Plan for the Sub-Programs in consultation with the managing organization, target organizations and accepting universities.
- B. Determination of the final JDS candidates:
  - To determine the selection policy and cooperate for smooth selection.
  - To implement final selection (comprehensive interview) and determine the final candidates in the subsequent Operating Committee.
- C. Promotion for effective utilization and follow-up of Ex-JDS participants
  - To consider how to utilize Ex-JDS participants effectively and follow them up
- D. Consideration regarding other matters arising
  - To consider matters necessary for operating and managing the program.



**Fig. 2 Operating Committee of Cambodia**

## (2) Managing organization and target (nominate) organizations

The JDS new system sets the managing organization to control target organizations of each sub-program/component to promote the ownership of the Government of Cambodia in recruitment and the enhanced relationship with accepting universities. As for the managing organization, JICA Cambodia Office worried that the reality in Cambodia would not allow a certain government organization to put up individual government organizations, disabling functions in a practical sense; therefore, an agreement was made to assign the Ministry of Education, Youth and Sport to manage all components as the responsible organization of the JDS. It was however confirmed that the background and reality of individual issues in addition to the needs in detail for accepting universities should be comprehended more precisely to seek to improve the quality of the JDS if formulation of the Basic Plan for the Sub-Programs and discussion with an accepting university by component were done by an government organization highly associated with the component concerned. Having chaired the Operating Committee since the launch of the JDS and actively involved itself in the Committee, the Ministry of Education, Youth and Sport as the managing organization put up the target organizations of each sub-program/component, encouraged ministries to apply for the JDS at the time of recruitment and requested and organized the ministry that was to discuss with an accepting university.

Appointing target organization, the governmental organization which strongly related to the components for each components from which applicants are to be nominated, is one of the features under New system. However, appointing various governmental organizations as eligible for nomination of applicants (hereinafter “target (nominate) organizations”), the country introduced the approach that such organization recommended the applicants who would play a significant role in the component concerned in the future regardless of public servants or private sector. It was however confirmed that the components “Improving local and central administrative functions” and “Support for the education sector” would exclusively targeted the public servants. Further, Ministry of Education, Youth and Sport proposed to appoint all the ministries as target (nominate) organizations for those components “Improving local and central administrative functions” and “Developing closer international relationship between Asian countries” because any ministry should cope in common with those components, and this concept was approved by the discussion in the field survey.

These target (nominate) organizations participated in promoting of application or discussion with faculty members upon request from the Ministry of Education, Youth and Sport as the co-chairperson organization of the Operating Committee. As stated below (“(3) Accepting university (b) Exchange views with the Cambodian government side” of this section), the exchange of opinions with faculty members during the technical interviews involved discussion of the confirmation of the issues associated with the components concerned, the needs for human resource development, and the activities to assure applicants of quality. Through this opinion exchange, the professionally and technically analyzed opinions by the faculty members on the quality of target applicants and the needs of managing organization were shared.

In addition, the situations of the target (nominate) organizations of each sub-program/component selected as in Table7 (e.g. the number of potential candidates who could be eligible for application, the

plan and needs of human resource development and issues on the organizations concerned) were surveyed through the following questionnaire:

(a) Method of survey:

JICE distributed questionnaire to Target (nominate) organizations in advance, and visited them for hearing about (b) and collected questionnaire.

(b) Contents of survey:

- (i) Roles, issues, research needs of an organization
- (ii) Existence of potential candidates (e.g. number of permanent staffs, number of staffs under qualifying age, rate of Bachelor's degree holders)
- (iii) Language proficiency
- (iv) Possibility to return to the previous work place after returning to the country

(c) Organizations surveyed:

31 target (nominate) organizations<sup>9</sup> were surveyed through a visit or a questionnaire, 22 of which we acquired answers from. (The issues of organization, expected research topic to JDS, number of staff in the organization are summarized in Appendix 8). Note that no survey was conducted to 23 provincial cabinets as they were comprised as the aggregate of the local departments of each ministry and therefore caused the answers from central ministries to include the number of people or other information.

(d) Summary of survey results

(i) Roles as an organization, issues, research needs

Among target (nominate) organizations, the issues recognized particularly by the ministry that was supposed to play a primary role in each component and the technical knowledge the candidates wished to acquire through the JDS to solve those issues, in other words the expected research theme in studying at a Japanese university had slight differences in a sense of activities, but they were found to match each component to a large extent.

The following describes the main roles and issues in the target (nominate) organizations in each component:

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<sup>9</sup> 31 organizations consist of 24 ministries (Ministry of Justice, Ministry of Interior, Ministry of Foreign Affairs and International Cooperation, Ministry of Public Works and Transport, Ministry of Industry, Mines and Energy, Ministry of Post and Telecommunications, Ministry of Economy and Finance, Ministry of Commerce, Ministry of Agriculture, Forestry and Fisheries, Ministry of Rural Development, Ministry of Water Resources and Meteorology, Ministry of Health, Ministry of Education, Youth and Sport, Ministry of Environment, Ministry of Information, Ministry of Tourism, Ministry of Women Affairs, Ministry of Labor and Vocational Training, Ministry of Culture and Fine Arts, Ministry of Land Management, Urban Planning and Construction, Ministry of Parliamentary Affairs and Inspection, Ministry of Planning, Ministry of Religions and Cults and Ministry of Social Affairs Veteran and Youth Rehabilitation), 3 secretariats (National Information Communications Technology Development Authority, Secretariat of Civil Aviation and Secretariat of Public Service), 2 councils (Office of the Council of Ministers and Council for the Development of Cambodia), the Municipality of Phnom Penh and the Council for Legal and Judicial Reform.

**Component 1-1-1: Legal and Judicial Development**

Main target (nominate) organization: Ministry of Justice

Main roles: Drafting and operating laws, developing the legal system

Main issues: Promoting legal and judicial reforms

**Component 1-1-2: Improving local and central administrative functions**

Main target (nominate) organization: Ministry of Economy and Finance

Main roles: Administering macro economy. Managing and monitoring public finance including the government expenditure/revenue and budget management.

Main issues: Administering macro economy. Managing and monitoring the government expenditure/revenue and the budget. Promoting the Public Financial Management Reform Program (PFMRP)

**Component 1-1-3: Developing closer international relationship between Asian countries**

Main target (nominate) organization: Ministry of Foreign Affairs and International Cooperation

Main roles: Formulating foreign policies, establishing friendship with foreign countries including Asian countries, and improving and protecting the interest of the position of Cambodia in the international society

Main issues: Formulating foreign policies and establishing friendship with foreign countries including Asian countries

**Component 1-2: Improving of Social and Economic Infrastructure**

Main target (nominate) organization: Ministry of Public Works and Transport

Main roles: Establishing, maintaining and managing the public works and the traffic/transport system (sea, river and land). Improvement of infrastructure includes traffic, sewage disposal and environmental measures. Air freight and city planning are not covered.

Main issues: Establishing, maintaining and managing the public works and the traffic/transport system (sea, river and land). Improvement of infrastructure includes traffic and sewage disposal and environmental measures. Air freight and city planning are not covered.

**Component 1-3: Promotion of Economy and Industry Development**

Main target (nominate) organization: Ministry of Commerce

Main roles: Developing the private sector, promoting trade and investment, and integrating to the regional economy

Main issues: Developing the private sector, promoting the small and medium-sized enterprises, and cultivating the market

**Component 1-4: Agriculture and Rural Development**

Main target (nominate) organization: Ministry of Agriculture, Forestry and Fisheries

Main roles: Formulating and managing implementation of agricultural policies, managing



natural resources, developing farmland, improving agricultural productivity, and cultivating the market

Main issues: Proper distribution of agricultural products and improvement of rural agricultural standards

### **Component 2-1: Improvement of the Quality of Basic Health Care Service**

Main target (nominate) organization: Ministry of Health

Main roles: Formulating and managing implementation of the development plan in the medical and health areas, managing, and monitoring the public medical services

Main issues: Activities for maternal and child health, and improving public health

### **Component 2-2: Support for the Education Sector**

Main target (nominate) organization: Ministry of Education, Youth and Sport

Main roles: Formulating and managing implementation of the development plan in the educational sector, developing the curriculum, establishing the educational method through IT, education to disabled children, and administrative management in the overall educational area

Main issues: Providing all children with the nine-year education curriculum by 2015 under the “Education for All” policy. Improving the quality of education through improvement and development of the curriculum

- (ii) Existence of potential candidates (e.g. number of government staff, number of people reaching the target age, rate of people with a Bachelor’s degree)

It was revealed that the statistic data including the number of all staff, the number of staff by age and the rate of people with a Bachelor’s degree were not well organized or still under arrangement. Therefore, each ministry could not obtain accurate information on the existence of the potential candidates who could satisfy the requirements for application. However, as all the ministries are targeted, the number of governmental staffs under 35 years old should be more than 3,500.

The number of the target staff recognized through the survey is shown in Appendix 8. However, other requirements such as acquisition of a Bachelor’s degree or a certain level of English proficiency, personnel-related restrictions including deficiency in personnel in a ministry, or competition against other scholarship programs would shrink the actual number of potential applicants.

- (iii) Language proficiency

Although no organization seemed to evaluate the language proficiency of the staff through an objective score including the IELTS or TOEFL exams, they seemed to frequently use English mainly in the bureaus related to international cooperation responsible for coordination with donors. Nonetheless, the survey revealed that each organization recognize a small number of

personnel with English proficiency necessary for a long-term overseas training such as a Master's degree. However, in the selection for last 2 years, more than 30% of public servant applicants obtained ITP-TOEFL 500 or above at the language proficiency exam. The language proficiency exam conducted this year resulted in more than 40 % of public servant applicants obtained ITP-TOEFL 500 or above, which shows the progress in public servant applicants. In addition, the result which more than 30% of them obtained ITP-TOEFL 450 or above shows those public servants would be capable potential applicants for next recruitment because of their progress of language proficiency for recent years.

The JDS in the future would need to focus on the staff more frequently involved in the use of English in their work or those who have completed the English training provided by the ministry in order to recruit candidates with language proficiency more aggressively.

(iv) Possibility to return to the previous workplace after returning to one's country of origin

Hearing from the Personnel Department of the target (nominate) organizations or the Secretariat of Civil Service in charge of personnel affairs of public servants, it was revealed that the law systematized the taking leave from work for the studying purpose or fulfilling the obligation of return where public servants were expected to engage in their previous occupation for two to five years after returning back to their country of origin.

Despite nomination from a target (nominate) organization, on the other hand, all applicants other than public servants need to leave their occupation to attend the JDS. They are thus expected to be employed as public servants or to assure an occupation that directly or indirectly supports the development of Cambodia after returning to their country of origin.

Regardless of their status all JDS participants are mandated to sign an agreement with the Ministry of Education, Youth and Sport to work in Cambodia for its development over two years after returning to their country.

**Table 7: A list of sub-programs/components in Cambodia**

Sub-program	Component		M/O <sup>10</sup>	Target (nominate) organization	No. of staff under 35 y/o	Name of University	Graduate School	Maximum No. of JDS Participants
1. Realization of Sustainable Economic Growth and a Stable Society	1-1. Promoting Good Governance	1-1-1. Legal and Judicial Development	Ministry of Education, Youth and Sport	Ministry of Justice, Ministry of Interior, Council for Legal and Judicial Reform	N/A	Nagoya University	Graduate School of Law	3
		1-1-2. Improving local and central administrative functions		All ministries and agencies <sup>11</sup> , 23 Provincial Cabinet	3,548 (total of 10 ministries among 29 organization)	International University of Japan	Graduate School of International Relations	4
		1-1-3. Developing closer international relationship between Asian countries		All ministries and agencies	3,548 (total of 10 ministries among 29 organization)	University of Tsukuba	Graduate School of Humanities and Social Sciences	3
	1-2. Improving of Social and Economic Infrastructure			Ministry of Public Works and Transport, Ministry of Industry, Mines and Energy, Ministry of Post and Telecommunication, National Information Communications Technology Development Authority, Ministry of Education, Youth and Sport	210 (total of 2 ministries among 10 organization)	Hiroshima University	Graduate School for International Development and Cooperation	3
	1-3. Promotion of Economy and Industry Development			Ministry of Economy and Finance, Ministry of Commerce, Ministry of Industry, Mines and Energy, Council for the Development of Cambodia, Ministry of Education, Youth and Sport	251 (total of 2 ministries among 5 organization)	Nagoya University	Graduate School of International Development	3
	1-4. Agriculture and Rural Development			Ministry of Agriculture, Forestry and Fisheries, Ministry of Water Resources and Meteorology, Ministry of Rural Development, Ministry of Education, Youth and Sport	1,413 (amount of 1 ministry among 4 organization)	Kyushu University	Graduate School of Bioresource and Bioenvironmental Sciences	3
	2. Support for the Society Vulnerable	2-1. Improvement of the Quality of Basic Health Care Service		Ministry of Health, Provincial Health Office	N/A	Waseda University	Graduate School of Asia-Pacific Studies	2
2-2. Support for the Education Sector		Ministry of Education, Youth and Sport	N/A	Hiroshima University	Graduate School for International Development and Cooperation	3		

<sup>10</sup> M/O: Managing Organization

<sup>11</sup> All ministries and agencies: 29 organizations consisting of 24 ministries excluding the Ministry of Defense, 3 secretariats, the Office of the Council of Ministers and the Municipality of Phnom Penh.

### (3) Accepting universities:

In the JDS under new system, accepting universities are expected to play as partners of the project implementation from the technical point of view by participating in the Preparatory Survey and implementing the special program described later.

#### (a) Determination of an accepting university

Prior to the Preparatory Survey, JICA presented the identified JDS targeted field/development issues<sup>12</sup> of four target countries to the universities having previously accepted the JDS participants or other universities wishing to accept the participants, and asked each university to submit the “Proposal of Acceptance” for a country or issues from which they wish to accept. As a result, 146 proposals in total were submitted from 38 graduate schools of 26 universities. The proposals for the 8 identified development issues of Cambodia were 41 from 25 graduate schools of 16 universities, including new universities and graduate schools.

JICA evaluated the proposals from respective universities and the experience of accepting international students including the JDS participants, according to the evaluation guideline<sup>13</sup>. The draft of list of accepting universities was then agreed with the government of a target country in the subsequent discussion of the Preparatory Survey (see Table7).

#### (b) Exchange views with the Cambodian government side

In the Preparatory Survey, through actively participating in the JDS from the planning and surveying stage, accepting universities are expected to enhance possibility to give research outcomes of JDS participants back to society in the future and further to promote the effectiveness of the JDS program by improving the acceptance system and contents of instructions suitable for the issues a target country is facing and by relating direction of their research to the situations and needs of their country. To select the JDS participants, therefore, faculty members of accepting universities were dispatched to Cambodia to interview candidates and to exchange views with the local JDS officials from the Operating Committee and the target organizations in Cambodia.

Through the exchange of views with the local JDS officials, it makes possible for accepting universities to comprehend the issues and human resource development needs under the sub-programs/ components, and the background of the target organizations and candidates, and thus to consider appropriate curriculum and accepting system. Further, acceptance of JDS participants for four straight years is anticipated to turn to an occasion to establish the long-term collaborative relationship with the target country and target organizations.

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<sup>12</sup> The identified development issues are a list of the background of issues, associated JICA programs and identified needs in the JDS regarding the target priority areas of Cambodia specified after discussion between JICA and the government officials of a target country.

<sup>13</sup> Evaluation guideline to Proposal of Acceptance: Scoring the evaluation points by the item of the proposal, staff from Training Affairs Department, JICA Headquarter, and staff from JICA overseas office evaluated the proposal. The items in the proposal include: (1) Maximum number of acceptable JDS participant s; (2) Basic idea and actions targeting the applicable development issue; (3) Contents of program/Curriculum; (4) Preparations to accept and teaching system in your University/Course; (5) Achievements and lessons learned from past acceptance for JDS participant s; (6) Information on foreign students other than JDS; and (7) Research/Cooperation performance on the development issues.

The followings are the objectives of participation of accepting universities in the Preparatory Survey:

- To share perceptions of the issues and the measures for human resource development of the target country through the exchange of opinions with the local JDS officials
- To reflect perception of accepting universities to the Basic Plan for the Sub-Programs through selection of the first batch candidates and exchange of opinions with the local JDS officials
- To obtain information on the situations of the concerned issues and the needs for human resource development so that accepting universities can plan and formulate the program (special program<sup>14</sup>) specialized for the sub-programs/components of the target country.

To achieve the objectives above, the opinions were exchanged between the local JDS officials and faculty members of the accepting universities at the technical interview.

First in the discussion with the target (nominate) organizations, roles of each organization, the development issues in association with the component concerned, and needs for human resource development were explained by each target (nominate) organization, followed by the brief explanation about each university by each dispatched faculty member. Subsequently, the dispatched faculty members made inquiries about how to recruit or select candidates in Cambodia, the roles of each target (nominate) organization for each component, any language or mathematical training for staff, and how to utilize JDS participant after they return home, all of which were answered by the Government of Cambodia. This allowed universities to understand the issues the government of the target country has struggled with as well as their concerns or needs for the JDS.

The subsequent discussion with the Operating Committee involved brief explanation by each university about the activities (assumed activities in the special program) in the Basic Plan for the Sub-Programs for the issues and needs of the target country clarified in the above-mentioned discussion with the target (nominate) organization. In response to the explanations, various proposals include the advance guidance for creating a thesis before coming to Japan, seminars and workshops, remote courses via the videoconferencing services, and basic and technical English or mathematical training on site were made. As for the component “Improvement of the Quality of Basic Health Care Service”, Waseda University as an accepting university announced its revision of their program so that it match better with needs from Cambodian side based on the information acquired through the discussion with the target (nominate) organizations. On the other hand, the Cambodian Operating Committee mentioned on the project implementing structure and stated that the Ministry of Education, Youth and Sport as the managing organization would specify and control the responsible bureaus from each ministry in the course of the future recruitment in order to enhance continuous understanding and cooperation with the target (nominate) organizations. Another large expectation was announced for

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<sup>14</sup> The special program is a combination of the “supplementary course in tertiary education” established in the existing system and the “research activities promotion course” newly set in the new system, conducted with additional fees provided to accepting universities apart from the tuition fees. The “supplementary course in tertiary education” includes special courses or seminars to offer the JDS participants the direct additional values in addition to the existing courses offered by the university. On the other hand, the “research activities promotion course” refers to the course that offers programs specializing in the development issues of the target country. To implement the special program, accepting universities are requested to submit the activity plan and implementation plan, and its implementation will be confirmed after the consultation between JICA and the government of the target country.

improvement of logical and analysis thinking and the abilities to solve problems (issues) through education in Japan. Bearing in mind the details obtained in the discussion with the target (nominate) organizations as well as this exchange of views, it was confirmed that the provisional edition of the Basic Plan for the Sub-Programs would add comments by each dispatched faculty member in the future, followed by its approval by the Operating Committee.

(c) Instruction to JDS participants from before to after their overseas study

In the new system of the JDS where universities accept the JDS participants under the single sub-program/component from the target country for four straight years, accepting universities are expected not only to conduct instructions based on the existing curriculum and programs but to offer the special program appropriate for the issues of the target country consistently at three stages of before/during<sup>15</sup>/after their overseas study

The purposes of the special program are as follows:

- To allow the JDS participants to acquire practical knowledge and experience through introduction of more practical and detailed cases in order to solve the issues in the sub-program /component of the target country
- Through the activities offered in the special program, to allow the JDS participants or the JDS associated organizations in the target country to establish the network with Japanese and foreign researchers and/or organizations that contributes for future activities

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<sup>15</sup> The special program before overseas education for the first batch JDS participants is outside the scope of implementation due to the relation between the Preparatory Survey Agreement and the free main program agreement.

## 2-2. Four-year Program Scale Design

### 2-2-1. Overview

Four year program scale design has been set as shown in Appendix 5 considering the maximum number of JDS participants in each of the four consecutive years from fiscal 2010 onwards provided by the Japanese Government in April 2009 (24 participants per year), the maximum accepting number of the participants by accepting universities in their proposal, and the most appropriate program to solve the issues mentioned in each component. Based on the four-year program scale design, the first batch candidates were recruited and selected (see Appendix 7).

The maximum number of JDS participants by sub-program/component every fiscal year is determined, however, it was confirmed that in case there was a component unable to assure a sufficient number of candidates through the recruitment and selection, another component would accept alternative candidates from the insufficient component up to the maximum number of the participants per year (24). Beside, it is agreed to accept maximum 5 participants from private sector among 24 of the 1<sup>st</sup> batch participants because of the actual conditions that the non-governmental sector widely support fragile governmental functions.

## 2-3. Formulation of the Basic Plan for the Sub-Programs

### 2-3-1. Overview

The basic plan for the sub-programs formulates a four-year program (including 4 batches included) as a package, which consists of the target organizations that nominate JDS candidates, Japanese accepting universities, the maximum number of JDS participants to be accepted and expected outcomes on the sub-programs/components for which Cambodia requires human resource development through the JDS program. Dispatching JDS participants under the same sub-program/component, target organization and accepting university throughout the four years based on the plan seeks to improve the abilities of the core human resource to make policies or manage the project, and further to improve the abilities of the target organization to make policies.

In addition, to solve the issues in each sub-program/component of Cambodia exclusively, each accepting university is expected to provide special programs and to enhance relationship with government organizations in Cambodia. After finally formulated through the preparatory survey, the basic plan for the sub-programs will be the guideline for accepting universities to educate JDS participants for the next four years and to be the base for the program evaluation to be conducted four years later.

### **The main items of the basic plan for the sub-programs**

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

- (1) Basic Information (2) Background (3) The status of Cambodia in Japan's ODA

#### **2. Cooperation Framework**

- (1) Project Objectives (2) Verifiable indicators (3) Activities (4) Inputs from the Japanese Side, Input duration and the number of JDS participants (5) Inputs from the Cambodia Side (6) Qualifications

#### **3. Implementation Framework**

- (1) Accepting university (2) Accepting university's experience in ODA-related activities  
(3) Program Overview

The Government of Cambodia formulated the Basic Plan for the Sub-Programs (draft) for two sub-programs shown in Table 7 of Section 2-1-1 after surveying the target (nominate) organizations in the preparatory survey and the exchange of views with the local JDS officials in Cambodia when faculty members of the accepting universities were dispatched. See below for its overview (see Appendix 6):

As a result of the discussion with Operating Committee, the qualifications for JDS applicants were agreed as follows and recruitment and selection were conducted as summarized in appendix 7.

#### **Basic qualifications for applicants**

- 1) Public servants, non-governmental sector, other applicants from private sector\* and other organizations who receive a nomination from a target (nominate) organization set to each component. \* Private sector can not apply for the component "Improving local and central administrative functions" and "Support for the education sector"
- 2) More than 2 years work experience as a public servant/ More than 2 years full time work experience
- 3) Adequate English proficiency for research activities in Master course
- 4) Applicants must be citizens of Cambodia
- 5) Between the ages of 22 and 35 (As of April 1st of the year of the arrival in Japan)
- 6) University graduate (Bachelor holder)
- 7) Applicants are not on a scholarship or have no plan to receive scholarships
- 8) Applicants who have not obtained Master degree abroad supported by foreign scholarships

#### **Sub-program 1: Realization of Sustainable Economic Growth and a Stable Society**

##### **Component 1-1-1: Promoting Good Governance (Legal and Judicial Development)**

The legal and judicial reform is one of the four priority issues (legal and judicial reform, public administration reform, armed forces reform and demobilization, fighting corruption) of promoting of



Good Governance which was situated in the center of the comprehensive national development strategy (rectangular strategy) . The objectives of the legal and judicial reform are solving issues including flaws in the law system, the shortage of human resources, corruption in the Bar, ineffectiveness in court decisions, and limited access to the courts for ordinary citizens, and developing the strategists is one of the issues as well.

Further, the “Short-term and Midterm Action Plan for Legal and Judicial Systems Reform” (2005) and “National Strategic Development Plan (NSDP)” (2006) have also set the development of basic laws including the civil code and the civil procedure as a priority policy issue. Thus far, JICA implemented the Legal and Judicial System Development Program that assisted to draft and operate civil code/civil procedure and relevant bills and foster human resources in legal profession in order to strengthen the rule of law. In the future, however, the Ministry of Justice is expected to practice measures necessary to operate the civil code and civil procedure, strengthening the Ministry’s organizational abilities.

This component accepts three JDS participants by batch, up to 12 over the four consecutive years in order to promote the Government of Cambodian judicial reform (which seeks to solve issues including flaws in the law system, the shortage of human resources, limited access to the courts for ordinary citizens, ineffectiveness in court decisions, and corruption in the Bar). According to the proposal from Japanese university, the participants are expected to receive pre-departure training through videoconferencing service. During their stay with a Japanese university, the participants are expected to acquire practical knowledge and problem solution skill to continuously develop the legal system through research of comparative jurisprudence with the Japanese laws and political system and to play a central role in the forum launched last fiscal year when the participants return home. This forum is to allow academic exchange to strengthen the research cooperation between Cambodia and Japan regarding Cambodian laws and politics. Therefore, this component is anticipated to allow JDS participants to acquire knowledge regarding policymaking and establishment of systems effective to promote the above-mentioned judicial reform.

#### **Component 1-1-2: Promoting Good Governance (Improving local and central administrative functions)**

The Rectangular Strategy considers the administrative reform and financial reform as one of the priority issues to establish good governance. The Strategy also prioritizes promotion of decentralization for improved public services, and clarifies the authorities and duties of each administration establishing the organization act (local government act) in the “Framework of D&D Reform Strategy” approved as the strategy to promote Decentralization and Deconcentration (hereinafter, D&D; June 2005) in order to achieve gradual transfer of authority and deconcentration from the central government to municipal governments. This way the strategy seeks to improve quality and quantity of public services directly affecting the lives of people.

JICA has implemented the project to improve local administrative capacities or other means to

support for the improved training and operation management capacities of the Directorate of Local Administration in the Ministry of Interior and for improving the knowledge about local administration acquired by the staff in charge of such administration at a central or provincial level. However, the legal system and system development (e.g. local government system, local taxation and financial system, relation between central ministries and local governmental bodies (province/city, district/section, and commune/sangkat)) have yet to be achieved due to shortage of personnel, delay in improvement of the administrative structure caused by civil war.

This component accepts four JDS participants by batch, up to 16 over the four consecutive years in order to improve capabilities of relevant government organizations regarding policymaking and system establishment in relation to regional-level development and decentralization and deconcentration the Government of Cambodia has promoted. According to the proposal from Japanese University, the participants are expected to receive pre-departure training to develop abilities of mathematics and academic English writing for writing master thesis. While studying in Japan, the participants are required to acquire abilities of policymaking, implementation, evaluation and management that can efficiently carry out various social policies including public policies concerning segregation of duties between central and local governments, financial and personnel management policies, organizing and analyzing socio-economic statistics and policies for correcting income disparities. After they return to their country, conducting a collaborative research regarding Cambodian economic development, public policies and administration are scheduled. This will hopefully allow the personnel involved in the improvement of administrative functions in central and local governments to acquire knowledge about public policies concerning segregation of duties between central and local governments, financial and personnel management, analysis of socio-economic statistics and adjustment of disparities.

### **Component 1-1-3: Promoting Good Governance (Developing closer international relationship between Asian countries)**

Developing closer international relationship between Asian countries is one of the factors to achieve good governance under the sustainable and stable country. Further, the Country Assistance Program for Cambodia (February 2002) formulated by the Japanese Ministry of Foreign Affairs sets the correction of disparities with ASEAN countries as one of the target priority areas, which is also regarded as an issue to be addressed from the viewpoint of the development of the Mekong regions.

Under recognition of these issues, it is expected that this component will foster human resources capable of creating and managing a framework that addresses regional and international issues, planning and implementing Cambodia's foreign policies in conjunction with ever-changing international conditions, while building good international relations with relevant nations that will contribute to the country's development, amidst progressively advancing regional and international socioeconomic integration of Cambodia subsequent to its accession to the ASEAN and WTO, etc..

This component accepts three JDS participants by batch, up to 12 over the four consecutive years in order to improve capabilities of relevant government organizations of creating and managing a framework that addresses regional and international issues, planning and implementing Cambodia's foreign policies in conjunction with ever-changing international conditions, while building good international relations with relevant nations that will contribute to the country's development. Before education in Japan, these participants are required to set an appropriate research theme under advance guidance provided by the accepting university. According to the proposal from Japanese University, the participants are expected to set appropriate research topic under the pre-departure training by faculty members who will visit Phnom Penh. While studying in Japan, they are expected to objectively analyze the actual policy issues from various frameworks including international relations, diplomacy and regional economic development to acquire abilities to formulate feasible policies. This will hopefully allow the personnel involved in developing closer international relationship with Asian (ASEAN) countries to acquire knowledge about making foreign policies, dealing with regional and international issues and developing frameworks.

### **Component 1-2: Improving of Social and Economic Infrastructure**

In Cambodia, the fragile network of roads, airways, waterways, railways, etc. for passenger and cargo transport has impeded access to markets, schools, health and medical care facilities, and other sites essential in daily life, and in turn, this has lowered the living standards of the people. It has also hampered socioeconomic development including the promotion of tourism development and moves to attract investments that back up national development. These issues are also addressed in Cambodia's Rectangular Strategy and its Second Socioeconomic Development Plan, as well as the need to improve the traffic and transportation network. In particular, high priority has been given to improving provincial and rural roads to improve the living standards of the poverty group that live in the rural areas.

In addition, Cambodia needs to address issues that have become prominent in conjunction with the country's development, including the importance of contributing international routes to the GMS (Greater Mekong Sub region) and the Asian Highway project that allow efficient transport between neighboring countries, deterioration of the roads due to vehicle weight and a traffic safety. Although improvements to one national highway has been ensured with donor cooperation, establishing a maintenance and control system to maintain optimum road conditions in future has become an urgent issue.

In conjunction with the rapid population growth in the country's capital Phnom Penh, urban areas continue to expand under a fragile regional administration. With French assistance, a city plan has been drafted, but this plan that includes the regulation of land-use has not been implemented to date. The wetland and lake area real estate have been haphazardly bought up by the private sector; landfills have progressed and there is concern that this will affect natural purification of the city's drainage and sewage in the near future.

Further, in the area of information communications, the country has only one main

communications network that traverses longitudinally, and the fragile communications infrastructure has impeded economic development. The lack of human resources capable of appropriate maintenance and control of the communications network has also delayed development and correcting the information gap between urban and rural areas is also an issue.

JICA has implemented the improvement programs for the power generation, transmission and distribution system and for the transport and traffic system to improve socio-economic infrastructure, but needs to foster human resources capable of reviewing the plans and progress to achieve expected effect and of developing and implementing the operating, maintenance and control plan after completion.

This component accepts three JDS participants by batch, up to 12 over the four consecutive years in order to improve capabilities of relevant government organizations in relation to developing, planning and implementing policies for infrastructure improvement such as electricity, telecommunications, main airports, ICT, etc. According to the proposal from Japanese University, the participants are expected to be provided with preparatory education by the accepting university through e-mail and videoconferencing service to improve basic academic abilities of their specialization conforming to the actual status of Cambodia. While studying in Japan, they are required to acquire knowledge about developing the environmentally-friendly transport and traffic system for sustainable urban development. When they return home, a seminar on the development for sustainable community is expected to be organized. This will hopefully lead to acquisition of knowledge about inspecting the plans and progression of the transport and traffic network of roads, airways, waterways, railways, etc, and their infrastructure improvements, as well as policymaking and implementation in relation to operation, maintenance and control after their completion.

### **Component 1-3: Promotion of Economy and Industry Development**

Development of the private sector is one of the foremost issues given in the Rectangular Strategy; not only Cambodia's economic development led by private sector guidance but also its contribution to poverty reduction through the creation of employment is anticipated. Meanwhile, to diversify Cambodia's economic structure and to foster industries that are competitively viable, economic revitalization by actively promoting private sector investment including foreign investment is needed. As a prerequisite to achieve this, it is an issue to improve the business environment that includes accelerated and simplified trade procedures and investment environment.

To address and resolve these issues, the Government of Cambodia established a review committee to oversee priority issues (improving the investment environment, trade facilitation, promoting small and medium industries) and a government-private sector forums chaired by the Prime Minister Hun Sen in order to work on resolving the issues. Following its integration into WTO in 2004 and foreign capital inflow by the establishment of Special Economic Zone (SEZ) in 2005, new measures have been adopted, but policies to promote the private sector through the promotion of investments and measures to strengthen the real economy are needed.

This component accepts three JDS participants by batch, up to 12 over the four consecutive years in order to improve capabilities of relevant government organizations in relation to policymaking and system development for sustainable growth, achievement of stable society, and promotion of economy and industry development. According to the proposal from Japanese University, the participants are expected to receive post arrival training on development of basic economic studies. While studying in Japan, the participants will focus on acquisition of analysis abilities and policymaking abilities for economic management, improving investment environment, developing small and medium-sized companies and formulating trade strategies in addition to the economic development that organically comprises the important part of the socio-economic development so that they will foster specialists in economic development, namely the Development Economists who contribute to poverty reduction through economic growth including ensuring employment and increased income. When they return home, an international workshop, field survey on enterprises and market and follow-up seminar on policies are expected to be organized. This will hopefully allow the personnel involved in formulating and implementing national development policies related to the development of the industry that holds diverse economic structure and international competitiveness, macroeconomic policies, and private sector development policies to acquire knowledge about policymaking, planning and implementation of economic policies or business environment improvement.

#### **Component 1-4: Agriculture and Rural Development**

In Cambodia, the agricultural, forestry, and fisheries industries accounts for 28.5% of the GDP (2007) and employs about 60% of the national work force (2007). Although its component ratio of the GDP has gradually been decreasing since 1993, these industries continue to remain important in the economy. Since agriculture sector which can make use of abundant natural resources and labor force has the potential to sell agricultural products and processed products at home and to export them to neighboring countries, the sector is required to lead entire Cambodian economy by its stable growth.

Another issues facing Cambodia include a lack of the irrigation improvement project to effectively make use of abundant water resources from the Mekong River as well as absence of a distribution system for agricultural products.

JICA has implemented the improvement programs for irrigated agriculture and commercial agriculture and for agricultural product distribution. To address these issues, it is expected that the component will develop human resources capable of fulfilling the roles of drafting and planning measures and policies to promote agriculture, forestry and fisheries, of managing and developing water resources to improve agricultural economy and productivity, and of developing technology to improve farming.

This component accepts three JDS participants by batch, up to 12 over the four consecutive years in order to improve capabilities of relevant government organizations in relation to policymaking and system development for promoting agriculture, forestry and fisheries or for developing farming. According to the proposal from Japanese University, the participants are expected to receive

pre-departure training by faculty members who will visit Phnom Penh. While studying in Japan, the participants will focus on irrigated agriculture and farming support to train staff in the human resource development sectors including; the policy experts who could judge and implement policies of agriculture or rural development from the long-term perspective to improve residents' lives, the technical bureaucrats who have technical knowledge about natural science, the staff for the research organizations belonging to ministries, faculty members, disseminators and educators. After their completion of the JDS program, symposiums on promotion of research achievement are expected to be organized in Cambodia. This will hopefully allow the personnel involved in agriculture, rural development, and promotion of agriculture, forestry and fisheries to acquire knowledge about policymaking, planning and implementation concerning agriculture, forestry and fisheries as well as water resource management.

#### Sub-program 2: Support for the Society Vulnerable

##### **Component 2-1: Improvement of the Quality of Basic Health Care Service**

Cambodia's basic public health is poor; and as its high infant and maternal mortality and incidence of tuberculosis indicates, both of measures and indicators for maternal and child health and infectious disease are at the lowest level among other ASEAN countries. A reason for this may be that the number of healthcare personnel and their quality are markedly in shortage due to the long years of internal strife, and such limited number of health care professionals is disproportionately distributed in the urban areas. In addition, many of the medical facilities lack drugs and equipments.

In the comprehensive development strategy (Rectangular Strategy), the Government of Cambodia has especially prioritized the expansion of medical facilities and system of services for the poverty group in rural areas. The new Health Sector Strategic Plan (HSP2008-15) continues to consider the issue of maternal and child health a priority issue.

For tuberculosis, HIV/AIDS, and other infectious diseases that seriously impact society, enhanced countermeasures are being pursued. To accomplish this, improvement of health care service through fostering medical personnel and improvement of medical facilities is necessary.

Thus far, JICA implemented the Program for Measures for the Cambodia Millennium Development Goals (CMDGs) and the Program for Strengthening Health and Medical Care Services in order to improve health and medical care services. The Government of Cambodia needs to develop human resources capable of drafting, implementing, operating and maintaining health policies that can cope with changes in disease structure, building health systems for finance and human resource development from a comprehensive perspective to assist with the Government that aims to deliver the health and medical care services of quality.

This component accepts two JDS participants by batch, up to eight over the four consecutive years in order to improve capabilities of relevant government organizations in relation to policymaking and system development for delivering the health and medical care services of quality. According to the proposal from Japanese University, the participants are expected to research how to structure or

create in detail the Electric Health Record, global health policy, economical topics in the health sector. This will hopefully allow the personnel involved in improving the quality of the support for the socially vulnerable and the basic health and medical services to acquire knowledge about the development of health systems and the formulation, planning, implementation and operation of health policies.

## **Component 2-2: Support for the Education Sector**

In Cambodia, the shortage of human resources with a high, qualitative level of education has become an urgent issue, which has greatly affected all sectors of the country. Improving access to quality education is the foundation to fostering human resources capable of supporting national development; and enhancing the right to basic education is an important issue.

Following the Government of Cambodia's Education for All (EFA) plan enacted in 2003, the Education Strategic Plan (ESP, 2006 to 2010) was revised in September 2004 and in December 2005. The medium-term objectives are reforming the quality and internal efficiency of education, securing equal educational opportunities, and capacity-building to promote decentralization. In December of the same year, the Education Sector Support Program (ESSP; 2006 to 2010) that is the program that implements ESP was revised.

Thus far, JICA implemented the Program for Improving the Quality of and Access to Education and the Program for Strengthening Mathematics and Science Education towards ensuring fair education opportunity and improving the quality of education. This component will need to develop human resources capable of achieving the above-mentioned action plan and medium-term goals.

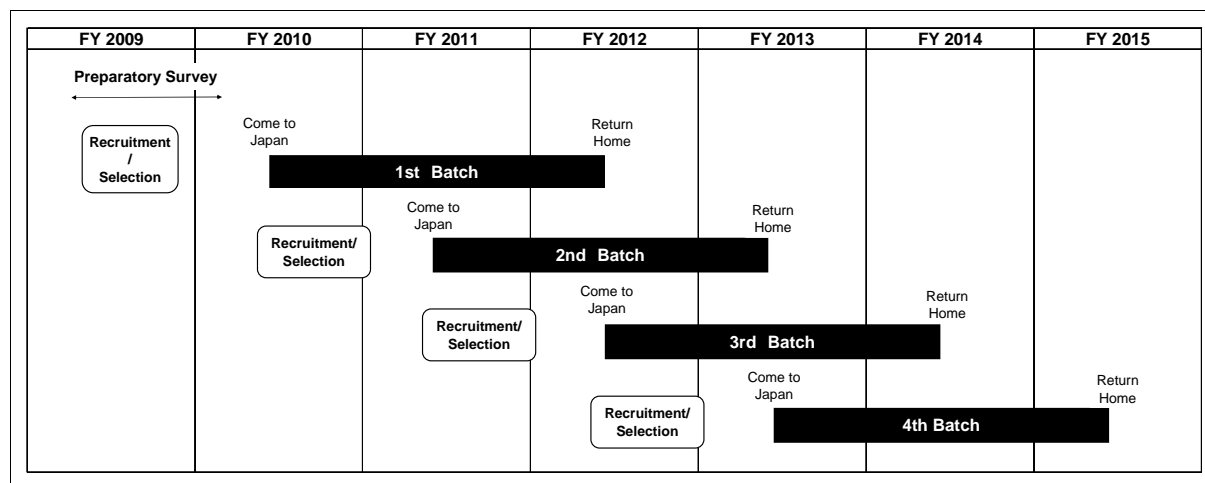
This component accepts three JDS participants by batch, up to 12 over the four consecutive years in order to improve capabilities of relevant government organizations in charge of achieving the objectives pursued by the Government of Cambodia, that are, "improvement of quality of education," "ensuring education opportunity," and "decentralization". According to the proposal from Japanese University, the participants are expected to focus on the problems through preparation and revision of their research proposals under advance guidance provided by the accepting university to clarify problems facing Cambodia. While studying in Japan, they will develop the training system for teaching staff of quality, the human resources in charge of development of such system, and the abilities to voluntarily solve problems in their own country. After returning home, providing returned participants follow-up education actively participating in the projects associated with accepting universities (the Project for Strengthening Mathematical Education; to be implemented in fiscal 2012) and the Grassroots Technical Cooperation Project are scheduled. This will hopefully allow the personnel involved in the support for the education sector to acquire knowledge about formulating, implementing, operating, monitoring and analyzing the education plans.

It has been confirmed that the sub-programs/components have been in collaboration with the development issues of Cambodia, the Country Assistance Program of Cambodia, and the JICA

programs (see 3-4: Relevance of the JDS for details). These were officially agreed in the discussion held for the field survey in August 2009 (see Appendix 4: Minutes of Discussions for details).

## 2-4. Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS program from fiscal 2010 onwards as the result of the preparatory survey, the program will presumably be implemented for the next four years according to the schedule shown in Fig. 3 below. More specifically, following the conclusion of the Exchange of Note (E/N) and Grant Agreement (G/A) every year, JICA will recommend a consultant entrusted to conduct the preparatory survey as the “agent” to the Government of Cambodia. The agent will conclude a contract with the Government of Cambodia to implement the program on behalf of the Government of Cambodia.



**Fig. 3 Implementation process**

## 2-5. Obligations of Target (Recipient) Country

During the period for recruiting and selecting the JDS participants, the Ministry of Education, Youth and Sport plays a role as the managing organization for all components in planning, implementing, managing and supervising the project by component while discussing with the JICA Cambodia Office. Also, the Ministry not only cooperates in encouraging applications through accelerated distribution of the application documents but organizes the opportunity for a discussion between the ministries strongly related to each component and accepting universities towards the formulating of the Basic Plan for the Sub-Programs.

While the JDS participants study in Japan, the Government of Cambodia monitors the participants via a secretarial agent on a regular basis to report to JICA. The Government also checks the progress or concerns of the JDS program using the regular report submitted by the secretarial agent to take appropriate actions in cooperation with other members of the operating committees as required.



In addition, it provides data or other materials necessary for the JDS participants to complete their master's thesis.

After the JDS participants return home, taking into consideration that main purposes of the JDS include contribution of the returned students to the approaches for a solution to development issues of their country as well as the establishment of the human network, the Government of Cambodia shall hold a debriefing session after the JDS participants return home in order to understand their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange with Japan. The Ministry of Education, Youth and Sport as the managing organization will encourage relevant ministries to offer the participants an occupation where they actively work in the centre of the public administration or other bodies.

## 2-6. Project Follow-ups

The purpose of the JDS is “to support human resource development in the recipient countries targeting highly capable, young government officials who are expected to engage in formulating and implementing socio-economic development plans and to become leaders in their countries”, and “ex-JDS participants are expected to hold expert knowledge to take an active role in practically solving socio-economic development issues that their countries are facing”. The achievement of such purpose will require not only acquisition of technical knowledge by JDS participants through education in Japanese universities, research and establishment of the human network, but also various follow-ups to ex-JDS participants. Further, the effective follow-ups will largely depend on understanding, cooperation and voluntary efforts by the Government of Cambodia.

The follow-ups offered to the returned participants include the report of achievement of the project goals (acquisition of technical knowledge about the development issue through acquisition of a Master's degree) in a debriefing session held straight after their returning home, in addition to the career plans and action plans taking advantage of research outcomes or the accomplishment as well as achievements of human network development in Japan to the Operating Committee. The managers of the organizations to which returned participants belong are also invited to the debriefing session to further ensure the achievements of the JDS program by sharing how to utilize knowledge after returning home as well as the action plans between the Operating Committee and the managers of the organizations. The Operating Committee has also discussed the establishment of the returned JDS participants' reunion in the last few years in response to the request made by returned participants, but it has not come to establishment due to various issues to be considered and solved regarding how to secure working capital or the details of activities.

Bearing these situations in mind, the future follow-ups for ex-JDS participants should be expected to get not only the voluntary efforts by the Government of Cambodia, but the support by accepting universities. For instance, some accepting universities have founded the university-specific alumni to maintain their network with ex-JDS participants, conducted collaborative researches with them and cooperated with them and their organizations on survey/research projects by the university.

Likewise, outcome of the program is expected to be further realized through organic follow-ups by the persons concerned of the JDS, who dispatch the JDS participants (Operating Committee) and who accepts those (universities) in addition to the follow-ups by the Government of Cambodia.

## Chapter. 3 Evaluation and Nomination of the JDS

### 3-1. Effect of the JDS

As already stated, the JDS intends to develop human resources including young government officials who are expected to be leaders of a country with specialty involving themselves in solving the socio-economic development issues, and to allow the participant fostered through the JDS to actively contribute to a solution to development issues. To effectively implement the JDS towards the achievement of these purposes, project objective (overall goal and project purpose) have been set by component (see Appendix 6: Basic Plan for Sub-Program). Since the project for human resource development would be found effective in the long-term perspective, the project objective, particularly the project goals that are the achievement goals at the time of project completion, must be at most acquisition of knowledge necessary to solve the development issues concerned; however, it is expected that such goals will be ultimately led to “their active contribution to a solution to the development issues in their country” for JDS participants to effectively utilize the acquired knowledge after returning home and to get the opportunities or occupations for such utilization by the organizations they belong to.

The followings show the indicators to measure achievement of the project purpose. These indicators common in all components have been set considering the perspective above:

- Percentage of JDS participants who have acquired master’s degree
- Percentage of ex-JDS participants who are assigned to a department that concerns the process of policymaking and institution building in their specialized field

The indicator “Percentage of JDS participants who have acquired master’s degree ” has been highly achieved through application encouragement targeting the personnel matching the purpose of the program at the time of recruitment or the organizations associated with the target areas, basic academic knowledge or learning abilities, selection based on basic education, and various supports and regular monitoring (management of their academic, life and health issues and advising through an interview) for the JDS participants in Japan. The achievement rate as of October 2009 reaches 99%<sup>16</sup>. The recent review of the conventional JDS has involved the revision in recruitment and selection of the JDS participants such as specifying the organizations where the participants belong. Further, it was also revised that accepting universities have been requested to provide curriculums contributing to a solution to the development issues of the target country, expecting continuous achievement of such goals.

As for the indicator “Percentage of ex-JDS participants who are assigned to a department that concerns the process of policymaking and institution building in their specialized field”, the applicants other than public servants had no choice but leaving their occupation to participate in the JDS, making

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<sup>16</sup> The number of the returned JDS participants who could not achieve this is 17 out of 1,793 in totals.

it difficult for them to be employed by the organization they belonged to at the time of their application. However, focusing on public servants in conjunction with reviewing the conventional JDS, the public servants as the JDS participants have signed an agreement with their organizations where they are required to return to workplace over two to five years after returning to their country. Therefore, compliance with such agreement will achieve the indicator. The details of the agreement varying among ministries often include payment of salary to the public servants leaving their job for a long time to participate in a training program, and in some cases penalties such as return of salary if the above-mentioned agreement to return to work place is violated.

### 3-2. Complementing the Project Evaluation Indicators and Collecting Data

As stated above, the project goals seem feasible in conjunction with the reviewed JDS. However, such review has been encouraged by further expectations for direct contribution to the development of the target country, by clearly positioning the JDS in the bilateral ODA program, fostering human resources contributing to the development issues of the target country, and involving such human resources in the relevant governmental organizations in charge of such development issues. In other words, the JDS participants are expected to improve the abilities, knowledge and skills required by the organizations they belong to, and to work for the organizations after they return home. On the other hand, it is expected that accepting universities provide JDS participants with education to improve the capacity of human resource in the development issues in a target country. Therefore, it seems necessary to collect and accumulate the information that supplements the evaluation indicators at the time of completion for more multilateral evaluations, in addition to the two evaluation indicators shown in the Basic Plan of the Sub-Programs.

Regarding measurement of the project effect in conjunction with the JDS review, various types of measurement as the overall measurement including project management or progress could be available, including measurement of the independence of the relevant ministries and of how much the JDS participants become active after they return home. Nevertheless, considering the background of the JDS review and paying attention to the function of management of the fresh information of the participants through monitoring, which is one of the features of JDS, collection of the data on the “ability improvement of the JDS participants” and “appropriateness of university curriculums” mainly utilizing the function are proposed. Both aspects survey the JDS participants themselves, but, as an objective evaluation, it is intended to implement hearing to the supervisors of the organizations to which the participants belong to and the academic supervisors of accepting universities as well regarding the “ability improvement of the JDS participants”.

#### (1) Data contents

The “ability improvement of the JDS participants” focuses not on the specializations of each JDS participant which can be evaluated only by the experts of the research field concerned, but on the

abilities necessary for general government officials, to collect the data about transition of such abilities through the JDS. In detail, the transition data are about skills and thinking abilities including “scientific investigating and analyzing abilities” and “logical thinking abilities”, and about attitude such as “ethics” and “disciplines”.

The appropriateness of university curriculums against a solution to development issues has been confirmed by examining the curriculums provided by universities in the survey. Therefore, the data about whether the provided curriculums have been put into implementation and have contributed to the development issues in practice should be collected through hearing to the JDS participants.

## (2) How to collect data

The data will be collected after the participants arrive in Japan, during enrollment, upon graduation and after their return home (re-employment). The data collection after their arrival in Japan and during enrollment will be done at regular monitoring to be implemented, and the evaluation session inviting the JDS participants by each university or graduate school held right before they return home should be the timing for data collection upon graduation. Data collection after participants’ return home is held once within a year after their return.

The data from supervisors of the organizations is collected through an e-mail before and after the participants study in Japan. And a questionnaire for the data collection is distributed and collected from academic supervisors when they are requested to give a comment to the last monitoring report of the guiding participants. (See Table 8)

**Table 8: How to collect data**

When to collect	Target	Medium (form)	Data content	Remarks
Before the participants’ arrival in Japan	Supervisors of the organization which concerned JDS participants belong to	Questionnaire survey	Transition of the abilities of the JDS participants	
After the participants’ arrival in Japan	JDS participants to come to Japan in the fiscal year concerned	Questionnaire survey (Regular monitoring)	Transition of the abilities of the JDS participants	
During enrolment of the participants	JDS participants who came to Japan in the previous fiscal year	Questionnaire survey (Regular monitoring)	Transition of the abilities of the JDS participants	
Upon graduation of the participants	Academic supervisors who supervise graduating JDS participants	Questionnaire survey (Regular monitoring)	Transition of the abilities of the JDS participants	
	JDS participants to graduate from university	Questionnaire survey (Evaluation session)	Transition of the abilities of the JDS participants Appropriateness of the university curriculums	

After participants' returning home	Returned JDS participants	Questionnaire survey	Transition of the abilities of the JDS participants	Use of alumni lists
	Supervisors of the organization which concerned JDS participants belong to	Questionnaire survey	Transition of the abilities of the JDS participants	

See Appendix 9 for the proposed question items.

### (3) Effects anticipated after data collection

The certain rules and relevance of the accumulated data will be analyzed to improve the future program operation.

### 3-3. Issues and suggestion

The followings show the issues and suggestion obtained through the Survey, which were shared by the operating committee members at the 2<sup>nd</sup> operating committee meeting held on November 2009:

#### (1) Implementing the nomination system

At the Operating Committee Meeting in August, the members reached a consensus on the potential of non-governmental officers for future contribution for the socio-economic development. Based on this concept, the new recruitment system (nomination system) which make any applicants eligible regardless of public servants or private personnel with nomination from the appointed target (nominate) organization in charge of recommending appropriate applicants was introduced. However, hearing to the target (nominate) organizations through recruitment of the first batch revealed that most government organizations (ministries) were not authorized to recommend the personnel outside their own ministry. Further, the current recruitment method does not incur to ministries any responsibility for recommending a certain number of candidates (so called allocation of the number of recommenders), making hard to draw out the ministries' independence in obtaining applicants.

Bearing in mind the new system of the JDS intends to "promote the independence of the target country through the target organization recruiting the participants", it is favorable that the method for recruiting the JDS participants should be as similar to the method adopted by the target (nominate) organizations in selecting candidates for other overseas education programs. Therefore, it is favorable that the target (nominate) organization selects and recommends certain number of candidates conforming to the human resource development program in the organization responding to the official request from operating committee,

The Cambodian nomination system requiring a nomination from the target (nominate) organization regardless of the type of the organization which applicants belong to, led to an possibility of claim of return for the purpose of the nomination especially for applicants from private sector. Thus, the implementation of the nomination system should better be reconsidered in the next fiscal year.

## (2) Appointment of target (nominate) organization

Under the framework of nomination system as mentioned above (1), the target (nominate) organizations were appointed but several problems were revealed.

The first point is difficulty to recruit applicants who highly match the components due to too broaden appointment of target (nominate) organizations. For those 2 components, “improving local and central administrative functions” and “developing closer relationship between ASEAN countries”, all ministries (24 ministries excluding ministry of national defense, 3 agencies, 3 councils, Phnom Penh special district in total 31 organizations) and 23 provincial cabinet in total 54 organizations are appointed to target (nominate) organizations corresponded Cambodian side’s request based on the concept that the expected skills and knowledge in this component are equally and horizontally important for all the organizations. However, the recruitment and selection of 1<sup>st</sup> batch participants resulted in not enough number of candidates whose background highly matched the components or who were highly promising to contribute for the development of Cambodia after returning. Accepting universities gave Cambodian government frank advice to reconsider on this matter to set appropriate target highly match component and its expected research area.

Regarding on this situation, it is important narrowing down the target (nominate) organization only for those highly related to component and enhance development of expected human resource through JDS program.

The second point is more appropriate target (nominate) organization shall be examined and appointed for each component to ensure the relation between target (nominate) organization and the needs of development issues (components). Regarding the ministry of rural development which was appointed to the component “agriculture and rural development”, the result of the survey found out that its main responsibility is the infrastructure development in rural areas and the ministry is rather appropriate to the component “social and economic infrastructure development.” In addition to the above mentioned matter, the accepting university suggested to add ministry of land management, urban planning and construction to the target (nominate) organizations for the component “social and economic infrastructure”, since the ministry is responsible for land management in central area, exploit of land, regulation and administration of buildings.

Regarding the National bank of Cambodia which was not appointed as a target (nominate) organization for 1<sup>st</sup> batch recruitment, accepting university for the component “improvement of local and central administrative functions” and “promotion of economy and industry development” suggested to appoint the Bank for the target (nominate) organization for both components. This suggestion based on that the bank plays important role in economic (policy) development and the staffs working at the bank are categorized as public servant.

As to recruit more appropriate candidates for 2<sup>nd</sup> batch, it is important to reexamine the appropriateness of target (nominate) organization based on the suggestion from universities.

In the new system of the JDS where it is important to assure the candidates for contributing to the continuous generation of the program effect for four years, the more accurate number of potential

applicants needs to be recognized by collecting the personnel data each ministry is currently arranging.

(3) Component “improvement of the quality of the basic healthcare services”

The Japanese side suggested in the discussion held in August 2009 for reviewing the contents of university program because the contents were very specific when considered the background of the component “Improvement of the quality of the basic healthcare services”. However it was agreed to keep the original contents receiving the strong request by Cambodian side, the number of the applicants for 1<sup>st</sup> batch was not sufficient and the reconsideration of the contents of the component was required. However, through the discussion between university and ministry of health, it was confirmed that the university is ready to provide variety of program which meet variety of needs by Cambodian government. In addition, it is considered that more efficient recruitment will be implemented for 2<sup>nd</sup> batch, this component were agreed to be maintained for 4 batches.

(4) Recruitment period

As the program for this fiscal year could provide the application period of only around a month due to the survey schedule, the number of applicants necessary to ensure moderate competitiveness in the selection was hardly attracted despite efforts to encourage applications through individual visits to the target (nominate) organizations by the JDS Project Office. Various difficulties in application were seen since applicants needed substantial amount of time not only in preparing the application documents and research projects and in obtaining necessary documents, but in the procedure of the internal approval in ministries, leaving unable for the target (nominate) organization to narrow down potential applicants and for the applicants themselves to prepare the application documents. Taking into account the time required for various procedures and preparation of the application documents in the target (nominated) in designing the JDS, the schedule for the next fiscal year onwards should be considered so around a month will be provided as the period for the preparatory explanations to the target (nominate) organization and internal approval procedure to assure at least a month and half as the application period. Further, the application should not be overlapped with the Cambodian Buddhist holiday in every early September when all public organizations remain closed.

### 3-4. Relevance of the JDS

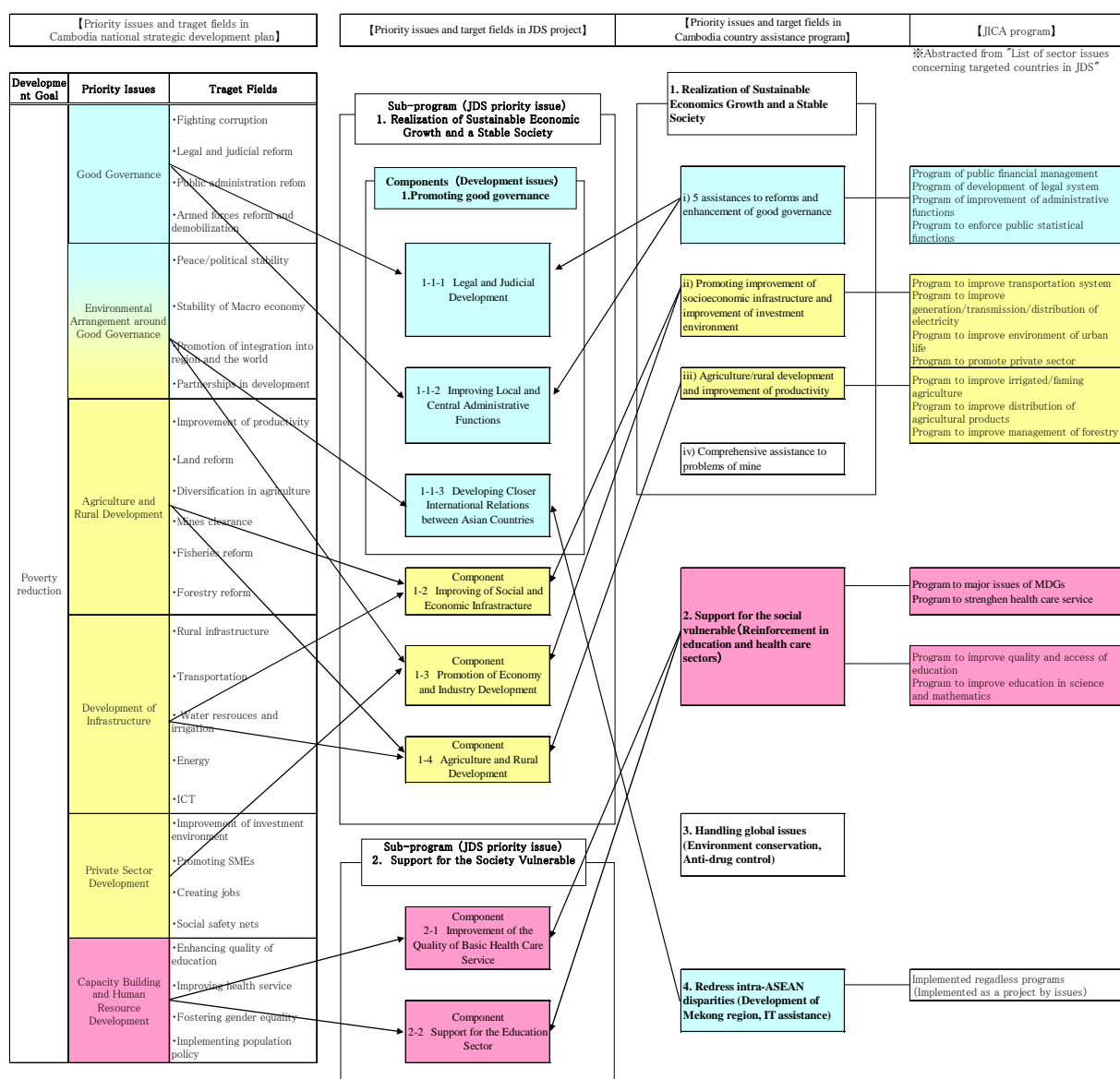
(1) Overview

As stated, the JDS has been reviewed since fiscal 2008 to strengthen the preliminary survey in order to clarify the positioning of the JDS considering collaboration with the development issues facing the target country, the Country Assistance Program of Cambodia and the JICA programs. The review further has further involves understanding the needs of the target country needs through the field survey as well as improved matching with accepting universities capable of offering the



educational program that could satisfy such needs. Taking into consideration the purposes and background of such review, the relevance of the JDS will be verified from the viewpoint whether the JDS is consistent with: (1) the priority issues in development of Cambodia; (2) the Country Assistance Program of Cambodia; and (3) the JICA programs.

The figure below shows the relation between the sub-programs (JDS target priority areas)/components (development issues) set based on the Cambodia's need to develop human resource through the JDS, and the development issues of Cambodia and the Country Assistance Program of Cambodia and the corresponding JICA programs (Fig. 4). This figure indicates that each component corresponds to the target priority areas in the development issues of Cambodia or Japanese Assistance Plan.



Sources: Country Assistance Program of Cambodia (2002) (Ministry of Foreign Affairs), Country Assessment Report of Cambodia (FY2005) (Ministry of Foreign Affairs), List of Field Issues Assumed in the Target Country of the JDS (JICA)

**Fig. 4 Positioning of the JDS in the relationship between the development plan of Cambodia and Japanese grants**

## (2) Consistency with priority issues in development of Cambodia

As mentioned in Section 1-1-2, the comprehensive development strategy of Cambodia is the “rectangular Strategy” announced by the Prime Minister Hun Sen in the first meeting of the national assembly when his third administration was established in July 2004 with a view to achievement of the Cambodia Millennium Development Goals (CMDGs) and poverty reduction. With the slogan “the government seeking to achieve growth, employment, fairness and efficiency”, the Rectangular Strategy has four poles: 1. Enhancing agricultural sector; 2. Development of private sectors and employment generation; 3. Continuous infrastructure restoration/construction; and 4. Establishment of abilities and human resource development, to regard them as the four sides of the rectangular, the

centre of which situates “Good governance” as the most important factor as the base of the rectangular.

The Strategy was revised in conjunction with the national election in July 2008, and entered to the second phase. As already mentioned, NSDP2006-2010 which embodying the Rectangular Strategy as the detailed strategy to achieve CMDGs was extended to 2013 in conjunction with the establishment of the new administration.

Fig. 4 indicates that the sub-programs/components of the JDS correspond to all priority issues, and that the JDS settings and efforts conform to the development needs of Cambodia presented in the priority issues of the NSDP.

### (3) Consistency with the Country Assistance Program of Cambodia

The underlying themes of the Country Assistance Program of Cambodia (2002; the Ministry of Foreign Affairs) are “sustainable economic growth and poverty reduction. The policy maintains that, with focus on these issues and in full consideration for the measures to help the socially vulnerable, basic infrastructure devastated by the prolonged civil war will be developed, various collapsed or obsolete systems will be reconstructed, and human resources will be fostered to remedy the severe scarcity of human resources.” The situations above indicate extensive and huge development needs of Cambodia; therefore, the following four target priority areas/issues should be focused on:

#### **Priority Areas; Assistance Policy for Each Specific issue**

##### **1. Realization of Sustainable Economic Growth and a Stable Society**

- i) Assistance for Reform (administrative reform, financial and fiscal reform, the demobilization of the armed forces, natural resources management, and the improvement of social sector) and Good Governance (administrative reform, financial and fiscal reform, the demobilization of the armed forces, natural resources management, and the improvement of social sector)
- ii) Improvement of Socio-economic Infrastructure and Conditions for Economic Progress
- iii) Agriculture and Rural Development and the Improvement of Agricultural Productivity
- iv) Comprehensive Assistance for Landmine Problems

##### **2. Support for the Socially Vulnerable**

##### **3. Measures to Respond to Global Issues (Environmental Preservation and Measures against Illegal Drugs)**

##### **4. Support for the rectification of Disparities within ASEAN (Mekong Subregion Development and Assistance for IT Development)**

“Realization of Sustainable Economic Growth and a Stable Society” and “Support for the Socially Vulnerable” set as the sub-programs of the JDS as well as “Developing closer international

relationship between Asian countries” as a component of the sub-program 1 conform to three out of four target priority areas shown in the Country Assistance Program of Cambodia.

The Country Assistance Program of Cambodia is to be revised by the end of fiscal 2009, and review of the sub-programs/components was confirmed in the FY2009 first meeting of the Operating Committee so the new Country Assistance Program will correspond to the target priority areas/issues once such Plan is developed.

#### (4) Consistency with the JICA programs

Examining the eight components individually, each of them is associated with the JICA programs or individual projects (Fig 4.). Therefore, the JDS in Cambodia could be regarded as related to the JICA programs through developing the human resources in charge of policies, planning, implementation, operation and management.

### 3-5. Conclusion

Bearing in mind the purposes and features of the JDS, this Preparatory Survey investigated the needs to develop human resources in the sub-programs/components set based on the Country Assistance Program of the target country or Japanese ODA policy. It also surveyed whether there were any potential candidates in the target organizations or other places which were supposed to be associated with the sub-programs/components concerned (see Section 2-2-1 (2)) to develop the four-year JDS program scale and the proposal for the program plan of each sub-program/component (Basic Plan for the Sub-Programs (draft)). Moreover, as it was deemed very relevant according to Section 3-4, the JDS might be regarded as significant enough to be implemented.

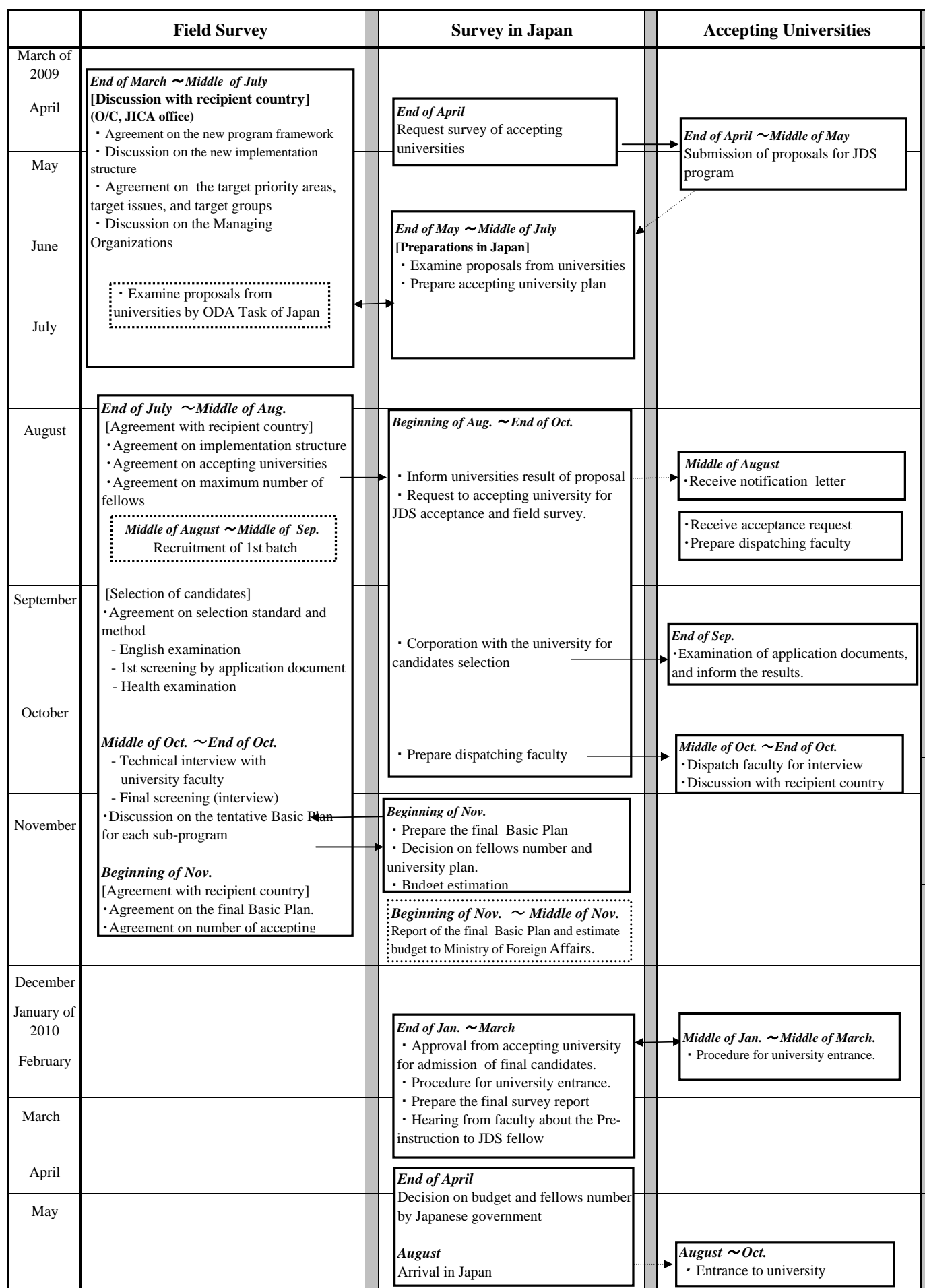
However, the various needs in relation to human resource development necessitates the JDS to be put into implementation, carefully observing the technical knowledge to be acquired through education in Japan with the JDS program or the human resources to be developed in the target (nominate) organizations.

The JDS program is expected to be found effective from the perspective of the purpose of the JDS: “acquisition of technical knowledge through earning a Master’s degree” when the JDS is implemented and operated bearing mind those mentioned above and the programs corresponding to the needs of the target (nominate) organizations are offered by accepting universities for four years. Nevertheless, it is necessary as stated before to measure the effect of the human resource development program from the long-term perspective of how far the “acquired” knowledge is made use of and given back to society.

**Member List of the Survey Team**

Yukiharu Kobayashi	Leader	Senior Representative, JICA Cambodia Office
Hiroshi Kawagoe	Survey Planning	Deputy Director, International Student Division, International Student Department, JICE
Taishi Morishita	Acceptance Planning/Cost Estimation	International Student Division, International Student Department, JICE
Sayaka Takahashi	Acceptance Coordination	International Student Division, International Student Department, JICE

Flowchart of the Preparatory Survey of JDS



### List of Concerned Organizations and Persons in Cambodia

#### 1. Visited Target (Nominate) Organizations

Date and Time	Name of Interviewee	Remarks
Friday, 14 August 8:30-9:40	Ministry of Economy and Finance Deputy Director, Personnel Department Proxy for Mr. Touch Hay	
10:00-11:00	Ministry of Justice Director, International Relation Department Mr. Chan Satha, Deputy General Director, Research and Training Department Ms. Pen Somethea, Deputy Director of Personal Mr. Sam Vengsieng, Assistant General Director Mr. Pov Vibol,	
14:30-15:30	Ministry of Interior General Director of Personnel and Training Mr. EV Bunthol,	
Tuesday, 18 August 15:00-16:20	Ministry of Commerce Director Personnel Department Mr. Oum Sitha,	
Wednesday, 19 August 9:20-10:00	Ministry of Public Works and Transport Deputy Director General Mr. Seng Setha,	
15:00-15:40	Ministry of Education, Youth and Sport HRD Manager, Personnel Department Mr. Ren Kun,	
Thursday, 20 August 14:00-14:30	Council for the Legal and Judicial Reform Ms. Rom, Assistant to Secretary General, H.E Suy Mong Leang	
15:00-16:00	Office for the Council of the Ministers Mr. Kem Reat Viseth, Advisor and Cabinet Director	
Monday, 24 August 15:00-15:30	Ministry of Foreign Affairs and International Cooperation Chief of Personnel Department Mr. Thai Phanna, Deputy Director, Asian Department II Ms. Bam Boron,	
Wednesday, 26 August 9:00-10:00	Ministry of Agriculture Forestry and Fishery Chief of Human Resources Development Mr. Koh Chhino,	

10:30-11:10	Ministry of Rural Development Director of Training and Research Department Mr. Leap Samnang,	
14:30-15:45	Ministry of Planning Director of Personnel Department Mr. Pouy Narin, Deputy Director of Personnel Department Mr. Phan Nang,	
Thursday, 27 August 15:00-16:00	Ministry of Parliamentary Affairs and Inspection Deputy Director of Administration and Personnel Department Mr. Tong Vannak,	
Friday, 28 August 11:00-12:00	Ministry of Health MD, MPH, Chief of Continuing Education Bureau, Human Resource Development Department Mr. Sam Sina,	
Monday, 31 August 14:30-15:30	Ministry of Post and Telecommunication Deputy Director of Personnel and Training Department Mr. Seng Sothy,	
15:00-15:30	Ministry of Water Resource and Meteorology Chief of Training Office Mr. Las Samkhan,	
Tuesday, 1 September 9:00-10:00	Ministry of Industry, Mines and Energy Director of Personnel Department Mr. Nhem Saman,	

## 2. Visited Japanese Organizations

Date and Time	Name of Person/Organization	Remarks
Thursday, 13 August	<b>Mr. Yukiharu Kobayashi</b> Senior Representative, JICA Cambodia Office <b>Mr. Masaaki Iwai</b> Representative, JICA Cambodia Office  <b>Mr. Hideaki Matsuo</b> Head, Economic & ODA Section, Embassy of Japan <b>Mr. Junji Nakatani</b> Second Secretary, Embassy of Japan	
Monday, 31 August	Ministry of Water Resource and Meteorology JICA expert Mr. Akihiro Ihara	



**MINUTES OF DISCUSSIONS  
ON THE PREPARATORY SURVEY OF  
THE JAPANESE GRANT AID  
FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP  
TO THE ROYAL GOVERNMENT OF CAMBODIA  
UNDER NEW SYSTEM**

The Government of Japan decided to conduct a preparatory survey on the program of the Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as "JDS") to be applied under new system, and entrusted the Survey to the Japan International Cooperation Agency (hereinafter referred to as "JICA").

JICA dispatched a preparatory survey team (hereinafter referred to as "the Team") headed by, Mr. Yukiharu KOBAYASHI, Senior Representative, JICA Cambodia Office, Japan International Cooperation Agency (hereinafter referred to as "JICA").

The Team held a series of discussions with the members of the Operating Committee of the JDS Program in the Royal Government of Cambodia (hereinafter referred to as "the Cambodian party"). Both parties agreed the framework of the JDS program under new system, and to the related items attached hereto.

The Team will report to the Government of Japan (hereinafter referred to as "GOJ") the result of the discussions in order that GOJ can arrive at the decision regarding to the nomination of the Royal Government of Cambodia of as one of the JDS recipient countries.

Phnom Penh, August 13, 2009

小林 香治

Yukiharu KOBAYASHI  
Team Leader  
Preparatory Survey Team  
Japan International Cooperation Agency  
Japan

H.E. Phoeurng Sackona

H.E. Phoeurng Sackona  
Secretary of State  
Ministry of Education, Youth and Sport  
The Royal Government of Cambodia

## Attachment

## I. Framework of JDS under new system

The framework of JDS under new system which is to be applied from fiscal year 2010, was explained by the Team and the following items were agreed by the Cambodian Party.

## 1. Objective of the JDS under the new system

The objective of the JDS was confirmed as follows;

To support human resources development of recipient countries of Japanese grant aid, targeting promising, young government officials and others, who are expected to be leaders of the recipient countries, and to engage in formulating and implementing social and economic development policies in each recipient country. Participants of the JDS program shall contribute to expand and enhance foundation for bilateral relations with Japan, having well-rounded knowledge of Japan.

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

## 2. JDS New system

The Cambodian Party agreed and understood the major changes of JDS under the new system as described in "Major Changes in the JDS" (ANNEX-1)

## 3. Operating Guideline

"The Operating Guideline of the Japanese Grant Aid for Human Resource Development Scholarship under the New System" (ANNEX-2) was agreed as a principle frame work of the JDS under new system.

## 4. Implementation of Preparatory Survey of JDS Program

The Team explained the objectives and schedule of the Preparatory Survey of JDS Program (hereinafter referred to as "the Survey") in accordance with the "Flowchart of Preparatory Survey of the JDS" (ANNEX-3). The survey includes field survey. The Cambodian Party agreed to the procedure.

The objectives of the Survey are:

- (1) to identify the target priority areas and the development issues to develop through JDS program,
- (2) to identify the nominate organizations from which the candidates shall get nomination and its roles,
- (3) to identify accepting universities which can provide educational programs aimed at human resource development to solve the development issues in the target priority areas,
- (4) to identify the total number of scholarship fellows for the whole period of the program,

- (5) to plan a basic plan for each selected target priority areas as a program, which contains some development issues as components,
- (6) to select the scholarship fellows of the first batch.

#### 5. Composition of JDS program

The Cambodian Party understood the composition of JDS program under the new system as follows.

- (1) The JDS program will consist of sub-programs which correspond to and deal with the selected target priority area.
- (2) The sub-program will consist of component which correspond to and deals with the development issues under the target priority area.

#### 6. Managing Organization

The Cambodian Party understood that the role of Managing Organization is to plan, implement, manage and monitor the JDS program for each development issue as a component with the consultation of JICA. Ministry of Education, Youth and Sport (hereinafter referred to as "MoEYS") is regarded as the Managing Organization for all development issues.

For survey of each development issue, MoEYS shall inform to the ministries concerned with each development issue for having discussion with the faculties of accepting universities.

#### 7. Nominate Organizations

The Cambodian Party understood that the candidates of the JDS program shall be nominated from the nominate organizations listed in Paragraph II. 5. The nominate organizations are regarded as the target organizations in the Guideline (ANNEX-2) in stipulated Paragraph I .3. The Nominate Organization, which is related to the target priority area and development issue to be developed.

The roles of Nominate Organizations are as follows.

- (1) Nominate appropriate candidates for JDS program
- (2) Cooperate in drafting the Basic Plan for the Sub-Programs in each Sub-Program /Component.
- (3) Take part in the meeting with those concerned from accepting universities, upon the MoEYS's request, in order to exchange views on each Sub-Program/Component.

#### 8. Recruitment of the participants

The Consultant will distribute the application document and receive it directly from the applicants.

#### 9. Selection of the participants

The Cambodian Party understood that the selection of the participants shall be implemented in accordance with "Selection Flowchart of the JDS (ANNEX-4)". Both parties agreed that the participants other than public servants will participate in the first batch of the JDS programs

depend on the necessity through the main target of JDS participants should be public servant according to the Operating Guideline of the Japanese Grant Aid for Human Resource Development Scholarship under the New System.

## II. Implementation of the JDS

The Cambodian party and the Team discussed the following items and reached a consensus.

### 1. Maximum Number of JDS Participants

The total number of JDS participants for the first batch, Japanese fiscal year 2010, is at Twenty Four (24) and this number would indicate the maximum number per batch for four batches.

Maximum Five (5) participants among Twenty Four (24) participants can be selected from Private applicant.

### 2. Definition of the applicants

The applicant who submits official public servant ID card or official certificate to prove status as a public servant issued by personnel department or higher level of his/her belonging organization will be "Public Servant applicant".

The applicant other than "Public Servant applicant" will be "Private applicant."

### 3. Rules on application

(1) An applicant shall request only one nomination for only one component. In the case an applicant get more than one nomination and submit application document, the application will be invalid.

(2) An applicant who belongs to nominate organization shall get nomination from his/her belonging organization and shall apply for the related development issue.

In the case an applicant who belongs to a nominate organization wish to apply for other development issue, an applicant shall get permission from his/her belonging organization. Then, the applicant gets a nomination from one of the designated nominate organizations related to desires development issue.

(3) An applicant who does not belong to nominate organization shall chose relevant development issue and request nomination from a designated nominate organization.

### 4. Target Priority Area and Development Issue

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

#### (1) Priority Area as Sub-Program 1 :

- Realization of Sustainable Economic Growth and a Stable Society

#### Development Issue as Component :

- (i) Promoting Good Governance
  - (i-a) Legal and Judicial Development
  - (i-b) Improving Local and Central Administrative Functions
  - (i-c) Developing Closer International Relationship between Asian Countries
  - (ii) Improving of Social and Economic Infrastructure
  - (iii) Promotion of Economy and Industry Development
  - (iv) Agriculture and Rural Development
- (2) Priority Area as Sub-Program 2:
  - Support for the Society Vulnerable

Development Issue as Component :

- (i) Improvement of the Quality of Basic Health Care Service
- (ii) Support for the Education Sector

The Sub-Program and Component are set based on the Country Assistance Plan made by GOJ. The Sub-Program and Component identified above will be adjusted to those are stipulated in New Country Assistance Plan when the New Country Assistance Plan is published. (ANNEX-5)

The Nominate Organizations and Accepting Universities correspond to each Component will not be changed without unavoidable reason.

5. The Nominate Organization

Based on the discussion held between the both parties, the nominate organizations were identified as follows. The nominate organization will nominate candidates of the JDS program from related organizations and research institutes. Both parties also agreed only public servant will be candidates for the Component 1-(i-b) and 2-(ii).

(1) Development Issue as Component

1-(i-a) : Legal and Judicial Development

Nominate Organization: - Ministry of Justice  
   - Ministry of Interior  
   -Council for Legal and Judicial Reform

(2) Development Issue as Component

1-(i-b) : Improving Local and Central Administrative Functions

Nominate Organization: - Ministry of Justice  
   -Ministry of Interior  
   -Ministry of Foreign Affairs and International Cooperation  
   -Ministry of Public Works and Transport  
   -Ministry of Industry Mines and Energy  
   -Ministry of Post and Telecommunication  
   -National Information Communications Technology

- Development Authority (NiDA)
- Ministry of Economy and Finance
- Ministry of Commerce
- Ministry of Agriculture Forestry and Fisheries
- Ministry of Rural Development
- Ministry of Water Resources and Meteorology
- Ministry of Health
- Ministry of Education Youth and Sports
- Office of the Council of Ministers
- Ministry of Environment
- Ministry of Information
- Ministry of Tourism
- Ministry of Women Affairs
- Secretariat of Civil Aviation
- Ministry of Labor and Vocational Training
- Secretariat of Public Service
- Ministry of Culture and Fine Arts
- Ministry of Land Management, Urban Planning & Construction
- Ministry of Parliamentary Affairs and Inspection
- Ministry of Planning
- Ministry of Religions and Cults
- Ministry of Social Affairs Veteran and Youth Rehabilitation
- Municipality of Phnom Penh
- Provincial Cabinet in 23 provinces (Kampot, Kep, Sihanouk Ville, Kampong Chhnang, Pursat, Battambang, Pailin, Banteay Meanchey, Siem Reap, Kampong Thom, Kampong Cham, Prey Veng, Sway Rieng, Takeo, Kandal, Kampong Speu, Kratie, Stoeung Treng, Mondolkiri, Preah Vihear, Ratanakiri, Koh Kong, Udon Meanchey)

(3) Development Issue as Component

1-(i-c) : Developing Closer International Relationship between Asian Countries.

Nominate Organization: - Ministry of Justice

- Ministry of Interior
- Ministry of Foreign Affairs and International Cooperation
- Ministry of Public Works and Transport
- Ministry of Industry Mines and Energy
- Ministry of Post and Telecommunication
- National Information Communications Technology Development Authority (NiDA)
- Ministry of Economy and Finance

- Ministry of Commerce
- Ministry of Agriculture Forestry and Fisheries
- Ministry of Rural Development
- Ministry of Water Resources and Meteorology
- Ministry of Health
- Ministry of Education Youth and Sports
- Office of the Council of Ministers
- Ministry of Environment
- Ministry of Information
- Ministry of Tourism
- Ministry of Women Affairs
- Secretariat of Civil Aviation
- Ministry of Labor and Vocational Training
- Secretariat of Public Service
- Ministry of Culture and Fine Arts
- Ministry of Land Management, Urban Planning & Construction
- Ministry of Parliamentary Affairs and Inspection
- Ministry of Planning
- Ministry of Religions and Cults
- Ministry of Social Affairs Veteran and Youth Rehabilitation
- Municipality of Phnom Penh

(4) Development Issue as Component

1-(ii) : Improving of Social and Economic Infrastructure

- Nominate Organization: - Ministry of Public Works and Transport
- Ministry of Industry, Mines and Energy
  - Ministry of Posts and Telecommunications
  - National Information Communications Technology Development Authority (NiDA)
  - Ministry of Education Youth and Sports

(5) Development Issue as Component

1-(iii) : Promotion of Economy and Industry Development

- Nominate Organization: - Ministry of Economy and Finance
- Ministry of Commerce
  - Ministry of Industry, Mines and Energy
  - Council for Development of Cambodia
  - Ministry of Education Youth and Sports

## (6) Development Issue as Component

## 1-(iv) : Agriculture and Rural Development

Nominate Organization: - Ministry of Agriculture, Forestry and Fisheries  
 - Ministry of Water Resources and Meteorology  
 - Ministry of Rural Development  
 - Ministry of Education Youth and Sports

## (7) Development Issue as Component

## 2-(i) : Improvement of the Quality of Basic Health Care Service

Nominate Organization:- Ministry of Health  
 -Provincial Health Office

## (8) Development Issue as Component

## 2-(ii) : Support for the Education Sector

Nominate Organization:- Ministry of Education, Youth and Sport

## 6. Accepting Universities and Maximum Numbers of JDS participants per University.

Based on the discussion held between the both parties, both parties agreed the educational programs of following universities and number of participants for each university are suitable to the development issue in Cambodia.

The Team suggested that the Component 7-“Improvement of the Quality of Basic Health Care Service” could be deleted from the Component since the proposal for the Component is very specific so which would not be reached the project target.

In the case, as a result of selection, a component can not be satisfied with the maximum number of the proposed seat number, the seat will be allocated to another component within the capacity of the university.

Development Issue as Component :

## (i-a) Legal and Judicial Development

University: Nagoya University

Maximum number: 3

## (i-b) Improving Local and Central Administrative Functions

University: International University of Japan

Maximum number: 4

## (i-c) Developing Closer International Relationship between Asian Countries.

University: University of Tsukuba

Maximum number: 3

## (ii) Improving of Social and Economic Infrastructure

University: Hiroshima University



- Maximum number: 3
- (iii) Promotion of Economy and Industry Development  
University: Nagoya University  
Maximum number: 3
  - (iv) Agriculture and Rural Development  
University: Kyushu University  
Maximum number: 3
  - (v) Improvement of the Quality of Basic Health Care Service  
University: Waseda University  
Maximum number: 2
  - (vi) Support for the Education Sector  
University: Hiroshima University  
Maximum number: 3

#### 7. Research Areas of JDS Participants

Both parties agreed Research Areas for the each component as mentioned in ANNEX-6, which shall be notified to JDS applicants to indicate the direction of study/research of each JDS participants as well as to accepting universities to prevent the mismatching between the Universities curriculum and the interests of JDS applicants.

#### 8. Basic Plan for each component

The Team explained a basic plan on each component, which includes the background, project objectives, summary of the activities of the project and other, will be prepared for mutual understanding for both parties during the Preparatory Survey.

The Cambodian party confirmed necessary meeting arrangement will be taken for preparation of the basic plan. Outline of the basic plan is attached in ANNEX -7.

#### 9. Qualification of JDS participants

Detail qualification of applicants shall be discussed in the Operating Committee of the JDS.

#### 10. Pre-departure Training

Cambodian Party request Japanese Government to maintain the pre-departure English Training in JDS new system so that Candidates will utilize their academic period smoothly and effectively.

#### 11. Other Matters Discussed

Both parties agreed that the Nominate organization, development issues and necessity of private participants to the program shall be reviewed according to result of recruitment of the first batch.

-ANNEX-1: Major Changes in the JDS

- ANNEX-2: The Operating Guideline of the Japanese Grant Aid for Human Resource Development Scholarship under the New System
- ANNEX-3: Flowchart of the Preparatory Survey for JDS
- ANNEX-4: Selection Flowchart of JDS
- ANNEX-5: Comparison of the Priority Development Issue between current and new country assistance plan
- ANNEX-6: Research Areas for the each component
- ANNEX-7: Outline of the basic plan

## Major changes in the JDS

	Item	Before	After	Notes
Project formation stage	1 Preliminary surveys, including field surveys	Not implemented	○	1) To be Implemented once every four years. The program is planned to cover four batches of JDS participants. 2) To be conducted by JICA contracting with private consultants
	2 Alignment study between target organizations / target areas and Japan's bilateral cooperation programs	△	○	1) The target study areas and issues, and target organizations are decided through the preliminary survey in line with priority areas of Japan's bilateral cooperation programs for the country. 2) "Selection and concentration" on one to three target areas and about five to six development issues per target country.
	3 Recruitment of candidates from the public through the media or the Internet	○	Generally not applicable	1) The target organizations will carry out the recruitment for administrative officials and so on. 2) Recruitment from the public by partner countries are possible.
	4 Managing organization for each target area/target sector	No set up	○	1) The organization which is most related to the target areas/issues shall be selected as the managing organization among target organizations for each target sector. 2) The main role of Managing organizations is to discuss with host universities on Basic Plan. They also play roles in distributing and collecting application documents to/from each target organizations, arranging seminars and other activities by host universities, evaluating JDS program in cooperation with Operating Committee and so on.
	5 Selection of candidates by host universities (examination of the application documents and technical interview)	○	○	1) The participation of the Operating Committee in the selection process will essentially remain unchanged. Final examination will be conducted by O/C. 2) The expertise of the host universities will be reflected in the planning of the Basic Plan covering four batches of JDS participants.
	6 Time table for examination of the application documents and technical interviews	• Examination of the application documents: Oct. - Nov. • Technical interview Dec. - Jan.	• Examination of the application documents: Aug. - Sept. • Technical interview Sept.	
	7 Survey of the host universities (postgraduate courses) and confirmation of the programs provided	○	○	1) JICA is responsible for the survey. 2) Private consultants confirm the specific contents and method provided by host universities.
	8 Formulation of a strategic university allotment plan	△	○	1) JICA is responsible for the formulation. 2) The needs of the partner countries shall be more matched with the program provided by host universities. 3) JDS participants of the same target country and areas / issues will be accepted in the same host university.
Implementation stage	9 Conclusion of E/N	○	○	To be concluded each year as usual.
	10 Agent	○	○	JICA will recommend the private consultant which wins an open bid on the preliminary surveys.
	11 Cooperation period	No explicit agreement exists	4 batches (for 6 years)	1) Acceptance of the four batches planned for one cooperation period of 6 years. 2) The number of JDS participants for the four batches accepted in each host university/master courses will be fixed, along with the target countries and sectors. 3) At the request of partner countries, another preliminary survey may be conducted after the completion of the cooperation, for the purpose of evaluation and the examination of suitability and feasibility to implement further cooperation.
	12 Pre-departure English training	○	Not applicable	Pre-departure language training will be eliminated. If necessary, it will be conducted under the responsibility of the partner country's government.
	13 Japanese language training in Japan	○	△	1) Long-term Japanese language training will no longer be provided. 2) Instead, essential Japanese language training lasting about two weeks will be provided.
	14 Support for the JDS participants	○	○	As before, agents will carry out support for the JDS participants, such as application and matriculation, procedures, arrangements for returning to home country, confirmation of the research progress and daily life assistance.
	15 Special research-encouraging activities by host universities	△	○	Host universities will be able to implement special seminars in a partner country or special lectures by inviting people related to target issues from a partner country to Japan.
	16 Responsibility for conducting follow-ups to JDS Ex-Participants	The government of the partner country	The government of the partner country	1) As before, utilization of JDS Ex-Participants will be managed by the government of the partner country. 2) There will be discussed the possibility that the Japanese side will support this initiative with a soft-type follow-up cooperation scheme and providing information through the website "JICA Global Network."

①

## **Operating Guidelines of the Japanese Grant Aid for Human Resource Development Scholarship under the New System**

June 2009

Japan International Cooperation Agency (JICA)

These operating guidelines apply to the Japanese Grant Aid for Human Resource Development Scholarship, which will be implemented through a new method from the Japanese fiscal year 2009.

### **PART 1 Basic Principles**

#### **1. Preface**

The purpose of the Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as the "Japanese Development Scholarship" or the "JDS") Program is to support human resource development in countries that receive Japanese grant aid (hereinafter referred to as "recipient countries"), targeting highly capable, young government officials and others who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries in the 21st century by means of accepting them in Japanese universities as JDS participants. Under the JDS Program, JDS participants shall contribute to an expanded and enhanced foundation for bilateral relations between their countries and Japan as persons having well-rounded knowledge of Japan.

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

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

These guidelines prescribe general guiding principles which are to be followed regarding the operation of the JDS Program as a whole. They are to be based on the Exchange of Notes

(hereinafter referred to as the "E/N") concluded with the government of the recipient country when the Japanese government approves the implementation of grant aid (hereinafter referred to as the "Grant"). Also, they are to be based on the Grant Agreement (hereinafter referred to as the "G/A") concluded between the government of the recipient country when the Japan International Cooperation Agency (hereinafter referred to as "JICA") provides funds.

## 2. Overview of the Grant

### (1) Basic Concept

- (a) JDS is designed to foster exceptional human resources capable of working to resolve various development challenges in the recipient country in the future by imparting advanced expertise to them through studying abroad at Japanese universities. The recruitment, selection, and dispatch of JDS participants shall be conducted based on mutual agreement of the concerned officials from the two countries.
- (b) JDS is to help strengthen the partnership between Japan and the recipient country in the future by graduating a wide range of participants who are knowledgeable of Japan and have a friendly attitude towards Japan.
- (c) Considering that JDS Participants need to finish their study in Japan as soon as possible so that they can participate in the work of formulating policy and perform other duties in key positions in the core of the government, the degree to be offered to JDS participants shall, in principle, be master's degrees which require usually two years of study at universities. The language of study shall, in principle, be English. This is based on the recognition that efforts to solve the development issues that developing countries face are undertaken under international cooperation frameworks and on the assumption that ex-JDS participants will be active on the international stage after their return to their home countries.
- (d) For the purpose of the JDS Program which is to support human resource development, targeting highly capable, young government officials and others who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries in the 21st century, the fields of study are mainly limited to "Social Science" such as Law, Economics, Public Policy.

### (2) JICA

JICA will perform necessary operations for the implementation of the JDS Program pursuant to international agreement in accordance with the relevant laws and ordinances of Japan.

### **(3) Implementing Organization**

The government of the recipient country shall entrust its duties related to implementation of the JDS Program to an agent based on a contract agreement entered between the recipient country and the agent.

### **(4) The Consistency with the Framework of Japan's Country Assistance Program**

The priority fields of study shall be selected among the study fields which are regarded as highly effective to cooperate in implementing the JDS Program, in a point of view that the program shall be consistent with the framework of Japan's Country Assistance Program determined by the Ministry of Foreign Affairs of Japan.

### **(5) Japanese Accepting Universities**

JICA shall enquire Japanese universities; about educational programs suitable to the recipient countries' needs in each priority fields of study and select universities which offer most suitable educational programs as prospective accepting universities. JICA shall consult with the recipient countries' governments on selecting the university for JDS participants among the prospective accepting universities above, and determine the accepting universities.

### **(6) Eligible Organizations**

Organizations which are eligible for the JDS program shall be determined in each priority fields of study unless determination of eligible organization is inappropriate due to country's government official system, in such a case as personnel rotation among organizations are commonly practiced. Several eligible organizations may be determined in each priority field of study.

### **(7) Managing Organizations**

The eligible organization whose mission is most closely related to the each priority field of study shall be designated as the Managing Organization. The Managing Organization shall mainly take part in consultation with accepting universities, and cooperate in drafting the basic plan of the field of study. Also, in principle, the Managing Organization shall promote submission and acceptance of application documents to/from the eligible organizations of the field of study.

### **(8) Preliminary Survey**

Prior to the implementation of the JDS Program in the recipient country, JICA shall conduct a preliminary survey. The preliminary survey shall be conducted once in the first year of every

four year period to design the JDS Program for the period ( "A batch of" : JDS participants shall be accepted in each fiscal year of the four-year period constitutes one cycle of the JDS Program) and to select candidates of the first batch.

The major objectives of the preliminary survey shall be as follows:

- (a) To agree on priority fields of study for JDS participants
- (b) To Agree on accepting Japanese universities
- (c) To Agree on eligible organizations and managing organizations of each priority field of study
- (d) To prepare the basic plan of each priority field of study
- (e) To identify the number of potential candidates for the JDS Program; and,
- (f) To select the candidates for the first batch
- (g) To estimate overall costs of the first cycle, that is a period of four years, of the JDS Program
- (h) To agree on the procedures for application and matriculation of the JDS candidates

### **(9) The Agent**

After the conclusion of the E/N and G/A, JICA shall recommend the contractor of the preliminary survey as an agent (hereinafter referred to as "the Agent") to the recipient country.

The Agent, in accordance with a contract concluded with the government of the recipient country, shall perform the following duties toward smooth implementation of the JDS program:

- (a) To work on the recruitment and selection procedures of JDS candidates for the three batches following the first batch
- (b) To provide JDS candidates with information on study in Japan
- (c) To carry out matriculation procedures and make arrangements for trips to Japan for JDS Participants
- (d) To handle payment of tuition fees and scholarships
- (e) To provide orientation to JDS participants on both arrival and departure from Japan
- (f) To monitor JDS participants' progress
- (g) To organize an evaluation meeting upon graduation of JDS participants
- (h) To perform other duties necessary for JDS program implementation

### **(10) The Operating Committee**

An Operating Committee shall be set in each recipient country towards the smooth implementation of the JDS Program.

The Operating Committee (hereinafter referred to as "the Committee") shall consist of government officials from the recipient country (diplomatic authorities, authorities in charge

of economic cooperation, education authorities, etc.) and the relevant Japanese officials of Embassy of Japan and JICA. In principle, a representative of the government of the recipient country shall serve as chairperson, and a representative of the Government of Japan shall serve as vice chairperson. However, it shall be possible for representatives of the two governments to serve as co-chairpersons based on an agreement between the two governments. The chairperson (representative of the government of the recipient country) shall chair and manage Committee meetings. A JICA representative shall serve as the head of the Committee's secretariat, and shall handle all administrative duties of the Committee, including calling Committee meetings and taking meeting minutes.

The major roles of the Committee are as follows:

- (a) To discuss the JDS Program design in the preliminary survey
- (b) To select JDS participants from the candidates
- (c) To encourage the recipient country in utilization of ex-JDS participants and following up them
- (d) To review other aspects related to the management and implementation of the JDS Program

### **(11) Number of JDS Participants**

The number of JDS participants of each batch shall be agreed by the both governments and stipulated in the contract between the recipient country and the Agent accordingly. In principle, three to five participants shall be admitted in a graduate school for each fiscal year.

### **(12) Scope of Expenses covered by the Grant**

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

- (a) Expenses for the purchase of services necessary for implementing the JDS Program:  
Expenses for recruitment and selection of the second and subsequent batches, expenses for orientations, expenses for monitoring, and others
- (b) Expenses necessary for the JDS participants and accepting universities in Japan:  
Scholarships, allowances for travel to and from Japan, outfit allowances, accommodation allowances for rent, subsidiary allowances to purchase books, shipping allowances, traveling and seminar allowances, tuition fees, contract research expenses for university education, and others

## **3. Qualifications and Selection of JDS Participants**

### **(1) Qualifications and Requirements**

- (a) Nationality: Applicants must be citizens of the recipient country



- (b) Age: In principle, JDS participants shall be between the ages of 22 and 34 (both inclusive) as of the first of April of the fiscal year of their arrival in Japan.
- (c) Exclusion of military personnel: Applicants must not be serving in the military.
- (d) Persons who have strong will to work for the development of recipient countries after their return home.
- (e) Persons have acquired a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible. Persons who are currently receiving or planning to receive another scholarship through other foreign assistance are ineligible as well.
- (f) JDS participants must be in good health, both mentally and physically.
- (g) Persons who have English proficiency that is fluent enough for studying in Japan.

## (2) Recruitment and Selection

### (a) Recruitment and selection policies

- ① The eligible organizations including the Managing Organization of each priority field of study shall invite applications for the JDS candidates from its own officials and submit its candidates to the Managing Organization. Recruitment from the public by the recipient country shall not be precluded if recruitment from the public is deemed to be reasonable.
- ② The Managing Organization of each priority field of study shall provide enough number of qualified candidates for JDS participants and under the guidance of the Committee, which is responsible for the selection of candidates.
- ③ The selection of JDS participants shall be unequivocally based on each person's academic abilities. The participants shall be determined through an examination of the application documents and interviews.

### (b) System for Selection

- ① The Committee shall administer all parts of the selection process, from the system for selection to determination of participants.
- ② The Committee shall address the following issues:
  - 1) Determination of specific method for selection of JDS participants (including selection policy and selection criteria)
  - 2) Confirmation of the selection schedule
  - 3) Implementation and management of selection tests
  - 4) Determination of final candidates
- ③ After the accepting universities' admission approval for the candidates, the Committee shall determine JDS participants.

## 4. Conditions for Study in Japan

### (1) Benefits

#### (a) Scholarships

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

#### (b) Term of Scholarship Payment, etc.

In principle, the scholarship shall be provided for the JDS participant from his /her arrival date to the departure date after his/her acquisition of the scheduled degree within the initially scheduled period of study. In principle, the extension of the period of study shall not be accepted. The recipient country shall cancel payment of the scholarship and arrange the JDS participant's early return to the recipient country in any of the following cases:

- ① A false statement has been found in the JDS participant's application.
- ② The JDS participant violates any article of his/her pledge to the recipient country.
- ③ The JDS participant is subject to disciplinary action by the university or has no prospect of academic attainment within the initially scheduled period of study.

### (2) Obligation to report

During the JDS participant's study period in Japan, the recipient country shall monitor JDS participants academic progress regularly with the assistance of the Agent, and report the results to JICA.

### (3) Follow up

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

Furthermore, the recipient country shall study ways of assigning JDS participants to the work that provides them with the opportunity to play important roles in the central government, etc., after their return home.

## **PART 2 Contract with Agent and Verification**

### **1. Recommendation of Agent**

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

### **2. Contract Procedure**

Pursuant to the provisions of the E/N and the G/A, the government of the recipient country shall enter into an agent contract with the Agent set forth in the preceding article. The Grant is ineligible unless JICA duly verifies the contract. The contract shall be made in duplicate and be submitted to JICA for its verification by the government of the recipient country through the Agent.

### **3. References for the G/A**

The agent contract shall refer to the G/A in a manner that it reads as follows:

"JICA extends its grant to the Government of (name of the recipient country) on the basis of the Grant Agreement signed on (date) between the Government of (name of the recipient country) and JICA concerning the Project for Human Resource Development Scholarship"

### **4. References to the number of JDS participants**

The agent contract shall refer to the number of JDS participants for each fiscal year of the four-year period, with said number serving as the upper limit.

### **5. Scope of Work**

The agent contract shall clearly state all purchase of the services to be implemented by the Agent under the Grant.

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

### **6. Period of Execution**

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

### **7. Contract Price**

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

words and that in figures, the price in words is deemed correct.

## **8. Verification of Contracts**

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

## **9. Payment Procedure**

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

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

## **10. Responsibilities and Obligations of the Recipient Country**

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

## **11. Amendments**

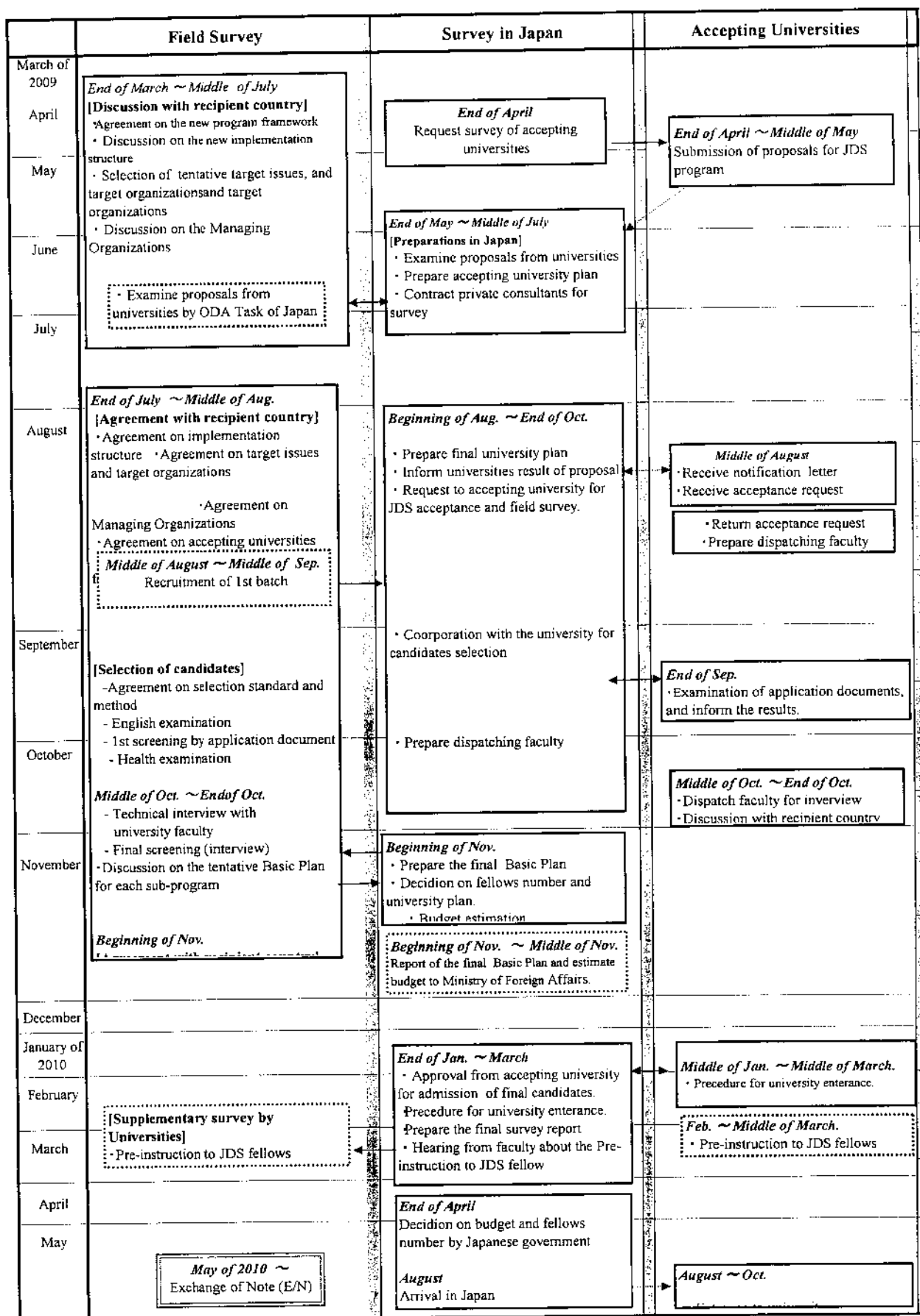
If the agent contract requires amendment, it shall be made in the form of an Amendment to the Contract, referring to the contract presently in force identified by its verification date and number.

The Amendment to the Contract shall clearly state that:

- (1) all the clauses except that (those) which is (are) amended, remain unchanged.
- (2) the Amendment to the Contract shall be verified by JICA to be eligible for the Grant.

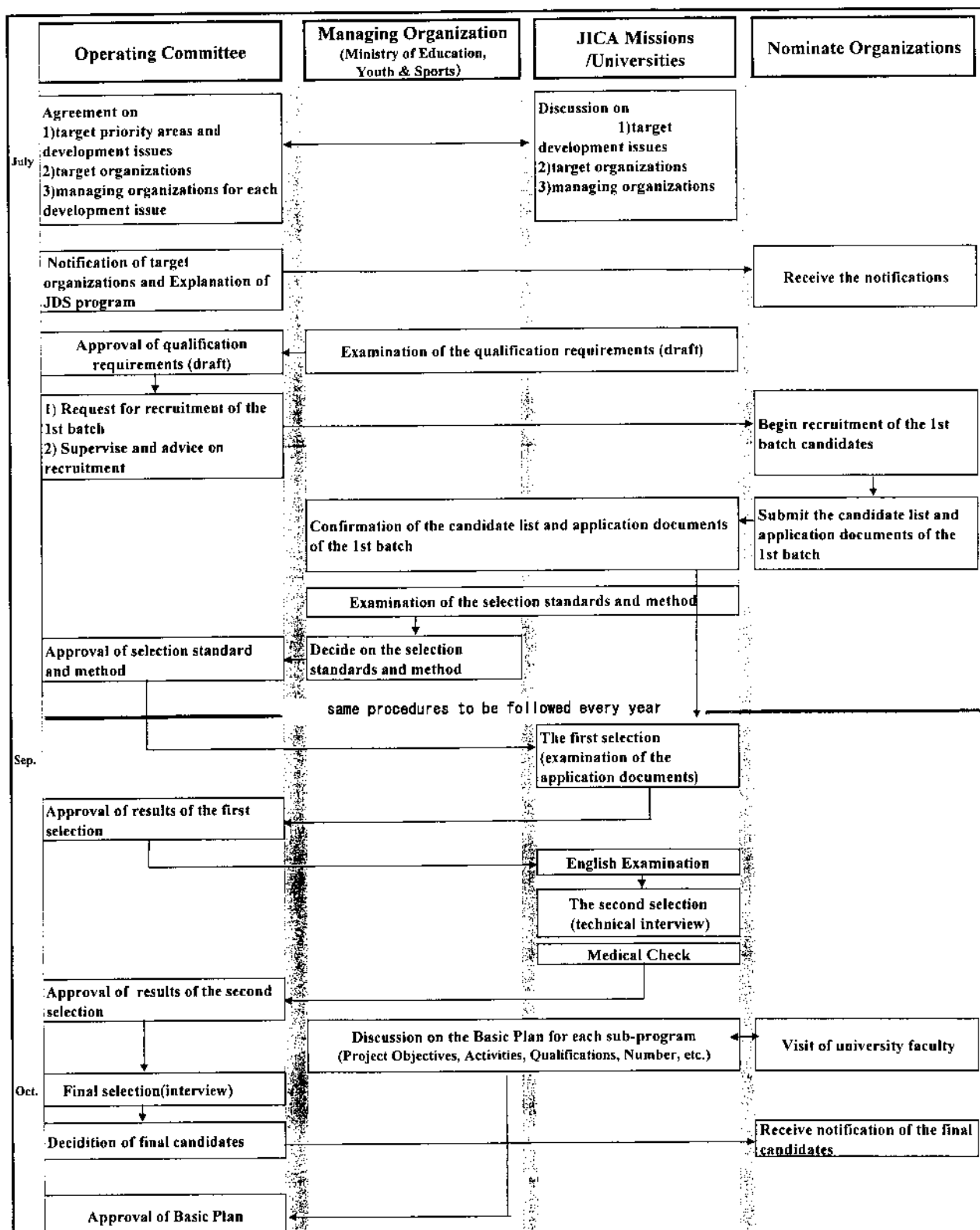
\*If application of the Guidelines is inconsistent with the laws and regulations of the Government of the recipient country, the Government of the recipient country is requested to consult with JICA.

END



## Selection Flowchart of JDS(Cambodia)

August 10, 2009 JICA

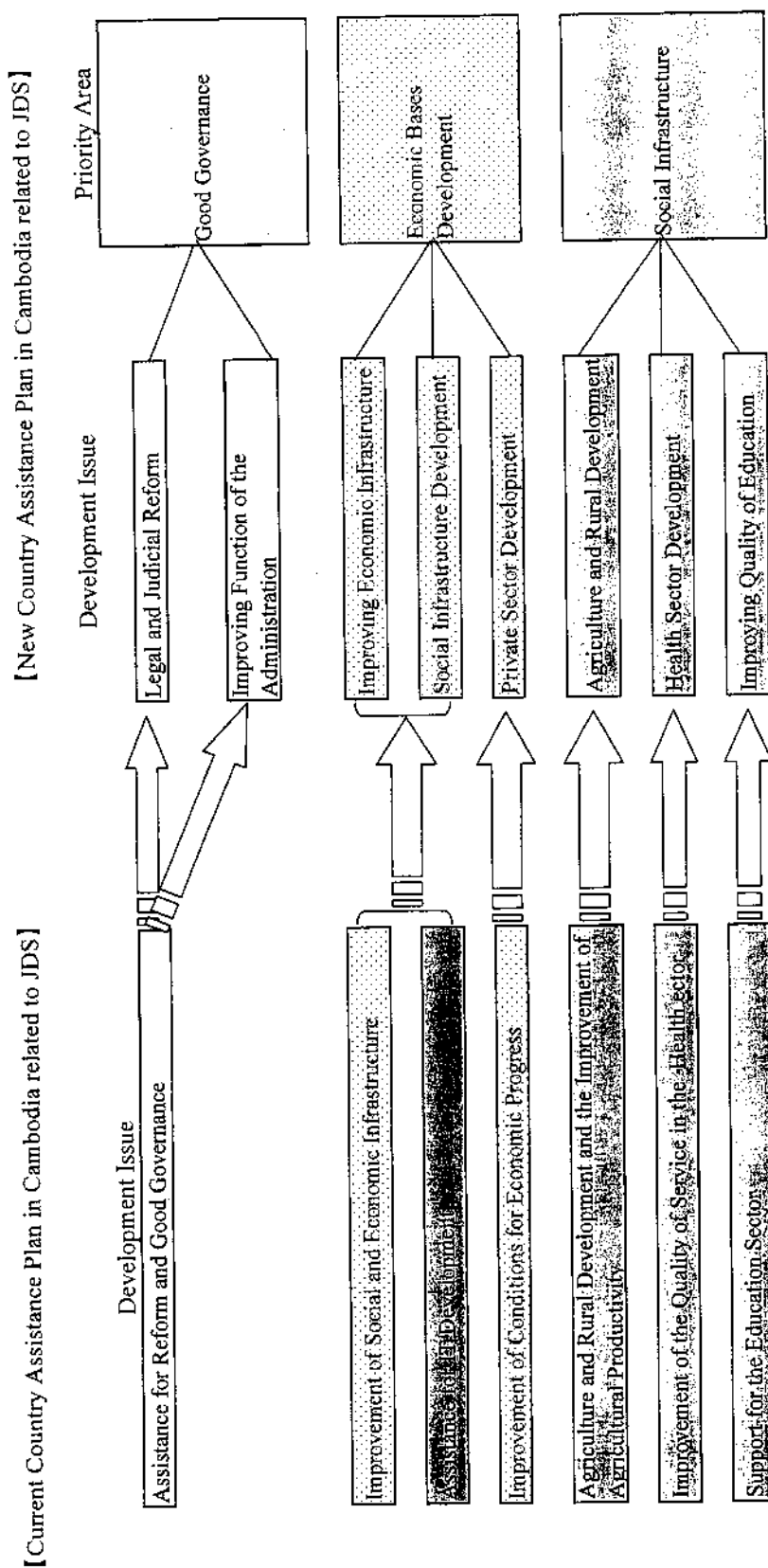


※ As the target issues/organizations of the four batches will be decided on during the planning survey, the target issues/organizations will not be discussed in the second and later years.

⑤

## ANNEX-5

Comparison of the priority issue and development issue between current and new country assistance plan.



Note: In New system of JDS program, Priority Area is set as "Sub-Program" and Development Issue is set as "Component". The Component 1-1-3 (International Relations) in current plan will be pursued in "Good Governance" after the new country assistance plan is published.

## Sector Issues Concerning the Partner Countries of the New Japanese Grant Aid for Human Resource Development Scholarship (JDS)

## Country: Kingdom of Cambodia

Priority Areas of JDS (Sub-Program)	Development Issues (Components)	Potential Needs of JDS (Expected Research Areas)	Nominate Organizations
1 Realization of Sustainable Economic Growth and a Stable Society	1-1 Promoting Good Governance	<p>" Law "</p> <p>● In a manner to complement JICA's legal and Judicial System Development Program that assists to draft and operate civil-code / civil procedure code and relevant bills and foster human resources in legal profession, human resources such as policy makers and strategists will be fostered who back up a judicial reform of Cambodian government aims at a resolution of corruption in the Bar, ineffectiveness of court decisions, limited access to the courts for ordinary citizens, flaw in the law system and lack of human resources.</p>	<ul style="list-style-type: none"> <li>Ministry of Justice</li> <li>Ministry of Interior</li> <li>Council for Legal and Judicial Reform</li> </ul>
	1-1-2 Improving local and central administrative functions	<p>" Public Administration "</p> <p>● In response to a stream of the democratic development and decentralization / operation spreading at regional level pursued by the Cambodian government, as a means of complementing JICA's assistance for it, there is a need to implement assistance to develop human resources with basic knowledge about formulating social policies to rectify the disparities, analyze socioeconomic statistics, regional finances and public policies regarding division of roles between the central and regional governments needed in long-term research.</p>	<ul style="list-style-type: none"> <li>Ministry of Justice</li> <li>Ministry of Interior</li> <li>Ministry of Foreign Affairs and International Cooperation</li> <li>Ministry of Public Works and Transport</li> <li>Ministry of Industry Mines and Energy</li> <li>Ministry of Post and Telecommunication</li> <li>National Information Communications Technology Development Authority (NiDA)</li> <li>Ministry of Economy and Finance</li> <li>Ministry of Commerce</li> <li>Ministry of Agriculture Forestry and Fisheries</li> <li>Ministry of Rural Development</li> </ul>



Priority Areas of JDS (Sub-Program)	Development issues (Components)	Potential Needs of JDS (Expected Research Areas)	Nominate Organizations
			<ul style="list-style-type: none"> <li>• Ministry of Water Resources and Meteorology</li> <li>• Ministry of Health</li> <li>• Ministry of Education Youth and Sports</li> <li>• Office of the Council of Ministers</li> <li>• Ministry of Environment</li> <li>• Ministry of Information</li> <li>• Ministry of Tourism</li> <li>• Ministry of Women Affairs</li> <li>• Secretariat of Civil Aviation</li> <li>• Ministry of Labor and Vocational Training</li> <li>• Secretariat of Public Service</li> <li>• Ministry of Culture and Fine Arts</li> <li>• Ministry of Land Management, Urban Planning &amp; Construction</li> <li>• Ministry of Parliamentary Affairs and Inspection</li> <li>• Ministry of Planning</li> <li>• Ministry of Religions and Cults</li> <li>• Ministry of Social Affairs Veteran and Youth Rehabilitation</li> <li>• Municipality of Phnom Penh</li> <li>• Provincial Cabinet in 23 provinces (Kampot, Kep, Sihanouk Ville, Kampong Chhnang, Pursat, Battambang, Pailin, Banteay Meanchey,</li> </ul>

⑤

Priority Areas of JDS (Sub-Program)	Development issues (Components)	Potential Needs of JDS (Expected Research Areas)	Nominate Organizations
			Siem Reap, Kampong Thom, Kampong Cham, Prey Veng, Sway Rieng, Takeo, Kandal, Kampong Speu, Kratie, Stoeung Treng, Mondolkiri, Preah Vihear, Ratanakiri, Koh Kong, Udor Meanchey)
	1-1-3 Developing closer international relationship between Asian countries	<p>" International Relations "</p> <p>● Following its accession to the ASEAN, WTO, etc. and amid progress that Cambodia is integrated into regional and the international socio economy, there is a need to implement assistance to develop human resources capable of creating and managing a framework that addresses international and regional issues, planning and implementing Cambodia's foreign policies in conjunction with ever changing international conditions, while building good international relations that will contribute to the country's development.</p>	<ul style="list-style-type: none"> <li>• Ministry of Justice</li> <li>• Ministry of Interior</li> <li>• Ministry of Foreign Affairs and International Cooperation</li> <li>• Ministry of Public Works and Transport</li> <li>• Ministry of Industry Mines and Energy</li> <li>• Ministry of Post and Telecommunication</li> <li>• National Information Communications Technology Development Authority (NiDA)</li> <li>• Ministry of Economy and Finance</li> <li>• Ministry of Commerce</li> <li>• Ministry of Agriculture Forestry and Fisheries</li> <li>• Ministry of Rural Development</li> <li>• Ministry of Water Resources and Meteorology</li> <li>• Ministry of Health</li> <li>• Ministry of Education Youth and Sports</li> <li>• Office of the Council of Ministers</li> <li>• Ministry of Environment</li> <li>• Ministry of Information</li> </ul>

Priority Areas of JDS (Sub-Program)	Development issues (Components)	Potential Needs of JDS (Expected Research Areas)	Nominate Organizations
			<ul style="list-style-type: none"> <li>• Ministry of Tourism</li> <li>• Ministry of Women Affairs</li> <li>• Secretariat of Civil Aviation</li> <li>• Ministry of Labor and Vocational Training</li> <li>• Secretariat of Public Service</li> <li>• Ministry of Culture and Fine Arts</li> <li>• Ministry of Land Management, Urban Planning &amp; Construction</li> <li>• Ministry of Parliamentary Affairs and Inspection</li> <li>• Ministry of Planning</li> <li>• Ministry of Religions and Cults</li> <li>• Ministry of Social Affairs Veteran and Youth Rehabilitation</li> <li>• Municipality of Phnom Penh</li> </ul>

Priority Areas of JDS (Sub-Program)	Development issues (Components)	Potential Needs of JDS (Expected Research Areas)	Nominate Organizations
1-2 Improving of Social and Economic Infrastructure		<p>" Improvement of Infrastructure "</p> <p>● Although there are several projects planned or implemented in Cambodia based on BOT and BOO policies that use the private sector to improve electricity, communications, major airports, ICT, and other infrastructure, issues remain such as project management skills that are needed to produce the outcome initially projected. On the other hand, under loans and grant aid cooperation by several donors, improvements on major highways and airports have been implemented, but the increase in transportation volume, traffic congestion and other problems do not appear to have been taken into consideration. There is a need to develop human resources that are capable of reviewing infrastructural improvement plans and overseeing their progress, while taking these issues into consideration, as well as drafting and implementing their operations, maintenance, and control after they are completed.</p>	<ul style="list-style-type: none"> <li>• Ministry of Public Works and Transport</li> <li>• Ministry of Industry, Mines and Energy</li> <li>• Ministry of Posts and Telecommunications</li> <li>• National Information Communications Technology Development Authority (NiDA)</li> <li>• Ministry of Education Youth and Sport</li> </ul>

Priority Areas of JDS (Sub-Program)	Development issues (Components)	Potential Needs of JDS (Expected Research Areas)	Nominate Organizations
1-3 Promotion of Economy and Industry Development		<p>"Economics "</p> <p>● In order that Cambodia might continue to achieve sustainable economic growth through diversification of its economy and fosterage of internationally competitive industries, there is a need to develop human resource, particularly government officials and strategist, capable of planning and implementing national development policies, macro economic policies and policies to promote the private sector (promote investments, trade, foster small and medium companies, etc.)</p>	<ul style="list-style-type: none"> <li>• Ministry of Economy and Finance</li> <li>• Ministry of Commerce</li> <li>• Ministry of Industry, Mines and Energy</li> <li>• Council for Development of Cambodia</li> <li>• Ministry of Education Youth and Sport</li> </ul>
1-4 Agriculture and Rural Development		<p>"Agricultural and Rural Development "</p> <p>● In order that Cambodia might seek sustainable agricultural promotion while responding to global economic trends, as a means of complementing JICA's assistance for it, there is a need to contribute to human resource development in the long term. In particular, there is a need to place priority on developing human resources are able to take roles of drafting and planning measures and promotion policies to promote agriculture, forestry and fisheries, of managing and developing water resources to improve agricultural economy and productivity, and of developing technology to improve farming.</p>	<ul style="list-style-type: none"> <li>• Ministry of Agriculture, Forestry and Fisheries</li> <li>• Ministry of Water Resources and Meteorology</li> <li>• Ministry of Rural Development</li> <li>• Ministry of Education Youth and Sport</li> </ul>

Priority Areas of JDS (Sub-Program)	Development issues (Components)	Potential Needs of JDS (Expected Research Areas)	Nominate Organizations
2. Support for the Society Vulnerable	2-1 Improvement of the Quality of Basic Health Care Service	<p>" Health Administration "</p> <p>● In order to assist the provision of high-quality health care services that Cambodia is seeking, in a manner to complement JICA's assistance programs specialize in strengthening health and medical care services and countermeasures for MDG related issues, there is a need to develop human resources who are capable of drafting, implementing, operating and managing health policies that can cope with changes in disease structure, building health systems for finance and human resource development from a comprehensive perspective.</p>	<ul style="list-style-type: none"> <li>• Ministry of Health</li> <li>• Provincial Health Office</li> </ul>
	2-2 Support for the Education Sector	<p>" Educational Administration "</p> <p>● In order to realize "Improvement of quality of education", "Ensuring education opportunity" and, in particular, "Decentralization" that Cambodian government is seeking, it is necessary to develop human resources who play primary roles of drafting, implementing, monitoring and analyzing educational plans.</p>	<ul style="list-style-type: none"> <li>• Ministry of Education, Youth and Sports</li> </ul>

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

**Basic Information of Sub-Program**

1. Country: Cambodia
2. Sub-Program (Target Priority Area): Realization of Sustainable Economic Growth and a Stable Society
3. Operating Committee: Ministry of Education Youth and Sport, Ministry of Foreign Affairs and International Cooperation, Council for the Development of Cambodia, State Secretariat for Civil Service, Embassy of Japan, JICA

**Itemized Table 1**

**1. Outline of the Sub-Program/Component**

**(1) Basic Information**

1. Sub-Program (Target Priority Area): Realization of Sustainable Economic Growth and a Stable Society
2. Components (Development Issues): Promoting Good Governance-Legal and Judicial Development-
3. The Nominate Organization:-Ministry of Justice  
-Ministry of Interior  
-Council for Legal and Judicial Reform.
4. Target Group: Public Servant and Private Sector

**(2) Background**

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**(3) The status of Cambodia in Japan's ODA**

--

**2. Cooperation Framework**

**(1) Project Objectives**

--

**(2) Verifiable indicators**

--

**(3) Activities**

Targets	Learning content
1) Before coming to Japan	
2) During the stay in Japan	

3) After returning home	

**(4)-1 Inputs from the Japanese Side**

--

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

--

**(5) Inputs from the Cambodian Side**

--

**(6) Qualifications**

--

**Implementation Framework****(1) Accepting university**

--

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

--

**(3) Program Overview**

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

**Basic Information of Sub-Program**

1. Country: Cambodia
2. Sub-Program (Target Priority Area): Support for the Society Vulnerable
3. Operating Committee: Ministry of Education Youth and Sport, Ministry of Foreign Affairs and International Cooperation, Council for the Development of Cambodia, State Secretariat for Civil Service, Embassy of Japan, JICA

**Itemized Table 1**

**1. Outline of the Sub-Program/Component**

**(1) Basic Information**

1. Sub-Program (Target Priority Area): Support for the Society Vulnerable
2. Components (Development Issues): Improvement of the Quality of Basic Health Care Service
3. The Nominate Organization: -Ministry of Health  
-Provincial Health Office
4. Target Group: Public Servant and Private Sector

**(2) Background**

--

**(3) The status of Cambodia in Japan's ODA**

--

**2. Cooperation Framework**

**(1) Project Objectives**

--

**(2) Verifiable indicators**

--

**(3) Activities**

Targets	Learning content
1) Before coming to Japan	
2) During the stay in Japan	
3) After returning home	

**(4)-1 Inputs from the Japanese Side**

--

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

--

**(5) Inputs from the Cambodian Side**

--

**(6) Qualifications**

--

**Implementation Framework**

**(1) Accepting university**

--

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

--

**(3) Program Overview**

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**The numbers of JDS participants to be accepted for the next four years under the JDS Program for Cambodia (draft)**

Sub-Program	Component	Accepting University	Graduate School	Expected Number of JDS Participants				
				The 1st Batch	The 2nd Batch	The 3rd Batch	The 4th Batch	Total
1. Realization of Suitable Economic Growth and a Stable Society	Promoting Good Governance (Legal and Judicial Development)	Nagoya University	Graduate School of Law	3	3	3	3	12
	Promoting Good Governance (Improving Local and Central Administrative Functions)	International University of Japan	Graduate School of International Relations	4	4	4	4	16
	Promoting Good Governance (Developing Closer International Relationship between Asian Countries)	University of Tsukuba	Graduate School of Humanities and Social Sciences	3	3	3	3	12
	Improving of Social and Economic Infrastructure	Hiroshima University	Graduate School for International Development and Cooperation	3	3	3	3	12
	Promotion of Economy and Industry Development	Nagoya University	Graduate School of International Development	3	3	3	3	12
	Agriculture and Rural Development	Kyushu University	Graduate School of Bioresource and Bioenvironmental Sciences	3	3	3	3	12
2. Support for the Society Vulnerable	Improvement of the Quality of Basic Health Care Service	Waseda University	Graduate School of Asia-Pacific Studies	2	2	2	2	8
	Support for the Education Sector	Hiroshima University	Graduate School for International Development and Cooperation	3	3	3	3	12
Total				24	24	24	24	96

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

**Basic Information of Sub-Program**

1. Country : Kingdom of Cambodia
2. Sub-Program (JDS Target Priority Area) :  
Realization of Sustainable Economic Growth and a Stable Society
3. Operating Committee :  
Ministry of Education, Youth and Sport, Council for Development of Cambodia,  
Ministry of Foreign Affairs and International Cooperation, Secretariat of Public  
Service, Embassy of Japan, JICA Cambodia Office

**Itemized Table 1**

**1. Outline of the Sub-Program/Component**

**(1) Basic Information**

1. Sub-Program (JDS Target Priority Area) :  
Realization of Sustainable Economic Growth and a Stable Society
2. Component (JDS Development Issue) :  
Promoting Good Governance (Legal and Judicial Development)
3. Managing Organization : Ministry of Education, Youth and Sport
4. Target (Nominate) Organization : Ministry of Justice, Ministry of Interior, Council for  
Legal and Judicial Reform

**(2) Background**

**【The status quo and issues】**

The Rectangular Strategy maintains that good governance is the most important pre-condition to achieve sustainable economic development with equity and social justice. Furthermore, Achieving good governance will require the active participation and commitment of all segments of the society, enhanced information sharing, accountability, transparency, equality, inclusiveness, and the rule of law. Specifically, it entails eliminating government corruption, promoting judicial reform, reforming government officials, decentralization, and implementing a Governance Action Plan focused on military reforms including demobilization. Poverty reduction by developing the private sector and social development including public financial reforms within this strategy and economic growth based on good governance are important. Thus, it is recognized that not only capacity building in public sector but also non-governmental sector which has a function of monitoring for the realization of good governance is also important.

**(3) The status of Cambodia in Japan's ODA**

The underlying themes of Japan's assistance policy for Cambodia are "sustainable economic growth and poverty reduction. The policy maintains that, with focus on these issues and in full consideration for the measures to help the socially vulnerable, basic infrastructure devastated by the prolonged civil war will be developed, various collapsed or obsolete systems will be reconstructed, and human resources will be fostered to remedy the severe scarcity of human resources." This sub-program addresses "Realization of Suitable Economic Growth and a Stable Society," which is one of the priority assistance areas. Its issue-specific assistance policy contains "assistance to five reforms (administrative reform, financial reform, reduction in military personnel, natural resource management, and social

sector reform) and good governance.” The issue addressed by this component is the “promotion of good governance (legal and judicial development),” which constitutes a part of the policy.

Thus far, JICA implemented the Legal and Judicial System Development Program that assisted to draft and operate civil code/civil procedure and relevant bills and foster human resources in legal profession in order to strengthen the rule of law. In a manner to complement the program, it is expected that this component will develop human resources such as policy makers and strategists who will back up judicial reforms carried out by the Cambodian government that aims for solving or improving flaws in the law system, the shortage of human resources, limited access to the courts for ordinary citizens, ineffectiveness in court decisions, and corruption in the Bar.

## **2. Cooperation Framework**

### **(1) Project Objectives**

#### **(1) Overall Goal:**

Judicial reform of the government of Cambodia, such as flaws in law system, lack of human resource, access-constraints of the general public to courts, ineffectiveness of judgment, sweeping out corruptions in the bar) is promoted by JDS returned participants

#### **(2) Project Purpose**

Human resources involved in “Realization of Sustainable Economic Growth and a Stable Society / Promoting Good Governance (Legal and Judicial Development)” improve knowledge on policy making and institution-building in the judicial reform promotion of the government of Cambodia.

### **(2) Verifiable indicators**

- 1) To obtain Master degree by JDS participants
- 2) JDS returned participants are posted to departments in the policy making and institution-building relevant to the component, or posted to a position in non-governmental sector which enables them to take initiatives of policy-making.

### **(3) Activities**

Targets	Learning content
1) Before coming to Japan	
Appointed academic advisors consult participants on preparation for their research themes.	<p>By making use of a TV conference system equipped with the research and education center for Japanese Law in the Royal University of Law and Economics, the appointed academic advisors have several interviews with participants in advance. Through the interviews, the advisors will give their instructions on contents of learning and information that they have to learn and collect before going to Japan, as well as give consultation to narrow down and shape their research theme.</p> <p>In addition, university will coordinate course work subject such as “Japanese legal system” so that participants gain comprehensive knowledge on Japanese legal framework and basic system before start working on specific research topic.</p>

2) During the stay in Japan	
To acquire knowledge to sustain the following working-achievements by promoting “Legal and Judicial Development”(Law making, Enforcement of laws, Judicial reform, Capacity development of administrative organs )	To deepen comparative understandings between laws and political system in Japan and that of students’ home countries, by learning basic knowledge on the country building in developing countries or transitional countries and institutional reforms in the field of constitutional law, administrative law, International law, and comparative politics and so on, reporting and debating on institutions in students’ home countries.
Consideration on solutions to issues through the thesis-making	Students participate in a learning course provided by organically-combining a coaching of thesis-making of specific and specialized tutorials of the academic advisors and a course of thesis-making (Research methodology/Academic Writing I (mandatory), II ,III)
To train specialized and practical problem-solving ability learning a manner of utilization of acquired knowledge	<p>To join intensive courses held a few times a year where specialist and business persons, working for major company and private organizations including various international aid organizations and bar associations, are invited.</p> <p>In an internship course which uses practical issues to see functions of Japanese judicial system and even its level of operation aims training specialized and practical problem-solving abilities, students learn useful knowledge through educations and researches, by introducing an internship course.</p>
3) After returning home	
Updates of knowledge	The faculty found that our alumni have a strong preference to participate in our lectures on site in order to update their specialized knowledge. In order to response to it, we will provide them an opportunity to participate in a screening activity held at the research and education center for Japanese law. In particular, the faculty will provide lectures on specific topics by dispatching an academic advisor for Cambodia or making use of TV conference system, and let the alumni join it.
To strengthen Japan-Cambodia research cooperation system concerning laws and politics in Cambodia incorporating the alumni.	In 2008, Nagoya University established the Japan and Cambodia Comparative Law Society in Cambodia, and launched a forum for academic interchange, where returned participants can take a starring role. Additionally, the faculty will arrange an opportunity to exchange information among alumni, current participants and would-be candidates in the Center.

**(4)-1 Inputs from the Japanese Side**

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

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

1 batch 3 participants × 4 years = 12 participants  
 From the year 2010 (Until 2012) : 3 participants  
 From the year 2011 (Until 2013) : 3 participants  
 From the year 2012 (Until 2014) : 3 participants  
 From the year 2013 (Until 2015) : 3 participants

**(5) Inputs from the Cambodia Side**

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

**(6) Qualifications**

- 1) Work experience, etc
  - Public servants, non-governmental sector, other applicants from private sector and other organizations who receive a nomination from a target(nominate) organization set to each component.
  - For public servant : More than 2 years work experience as a public servant
  - For other applicants : More than 2 years full time work experience
- 2) Other qualifications
  - Nationality: Applicants must be citizens of Cambodia
  - Age: Between the ages of 22 and 34
  - Academic background: University graduate (Bachelor holder)
  - Adequate English proficiency for research activities in Master course
  - Applicants are not on a scholarship or have no plan to receive scholarships
  - Applicants who have not obtained Master degree abroad supported by foreign scholarships

**Implementation Framework****(1) Accepting university**

Graduate School of Law, Nagoya University

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

Japan has initiated full support for development of the legal system to Cambodia in 1999. In order to promote good governance, this university has introduced support for legislation, enforcement of laws, judicial reform, improvement of functions of administrative agencies,

and at the same time support for enhancement of relationship with neighboring countries and international regional organizations and developed support business covering a wide field.

This university has accepted public servants, board members and staffs of civil associations and students from Cambodia, and Research and Education Center for Japanese Law was jointly established in Royal University of Law and Economics in September 2008. This university also accepted 85 JDS participants in the past and 21 JDS participants enrolled as of May 2009. Among 85 JDS participants, 12 were accepted from Cambodia. For further information, this university has been actively accepting many government-sponsored foreign students and trainees of JICA long term training program.

### **(3) Program Overview**

- The program to which JDS participants belong is basically to develop personnel who would be able to contribute to the project for development of the legal system and building of human resources for such development project in countries which shifted their system and developing countries in Asia. While providing foreign students with basic courses in English on areas in relation to nation-building and systematic reforms of developing countries and countries which shifted their system, such as constitutional law, administrative law, commercial law, international law, comparative political science, etc., our graduate school has research and education programs which make it possible to deepen comparison of the legal and political system of Japan and their own system by having them report their own system and discuss each other.
- Further, this graduate school attaches importance to study on local situation and practical experience as well as academic education, for example, short term internship programs and special external lectures held several times a year (Toyota Legal Affairs Council joined by affiliated companies of Toyota Motor Corporation, Aichi Bar Association, etc).
- In addition, this graduate school carries out exchange programs outside the university as regular events, for example, conducts a short-term company internship program and study tour to various region of Japan, in order to have [foreign students] understand the actual conditions of the Japanese society and culture which has supported the legal and political system as well.



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

- 1.Sub-Program (JDS Target Priority Area) :  
Realization of Sustainable Economic Growth and a Stable Society
- 2.Component (JDS Development Issue) : Promoting Good Governance (Improving Local and Central Administrative Functions)
- 3.Managing Organization : Ministry of Education, Youth and Sport
- 4.Target (Nominate) Organization : Ministry of Justice / Ministry of Interior/ Ministry of Foreign Affairs and International Cooperation / Ministry of Public Works and Transport / Ministry of Industry Mines and Energy / Ministry of Post and Telecommunication / National Information Communications Technology Development Authority (NiDA) / Ministry of Economy and Finance / Ministry of Commerce / Ministry of Agriculture Forestry and Fisheries / Ministry of Rural Development / Ministry of Water Resources and Meteorology / Ministry of Health / Ministry of Education Youth and Sports / Office of the Council of Ministers / Ministry of Environment / Ministry of Information / Ministry of Tourism / Ministry of Women Affairs / Secretariat of Civil Aviation / Ministry of Labor and Vocational Training / Secretariat of Public Service / Ministry of Culture and Fine Arts / Ministry of Land Management, Urban Planning & Construction / Ministry of Parliamentary Affairs and Inspection/ Ministry of Planning / Ministry of Religions and Cults / Ministry of Social Affairs Veteran and Youth Rehabilitation / Municipality of Phnom Penh / Provincial Cabinet in 23 provinces (Kampot, Kep, Sihanouk Ville, Kampong Chhnang, Pursat, Battambang, Pailin, Banteay Meanchey, Siem Reap, Kampong Thom, Kampong Cham, Prey Veng, Sway Rieng, Takeo, Kandal, Kampong Speu, Kratie, Stoeung Treng, Mondolkiri, Preah Vihear, Ratanakiri, Koh Kong, Udon Meanchey)

**(2) Background****【The status quo and issues】**

The Rectangular Strategy maintains that good governance is the most important pre-condition to achieve sustainable economic development with equity and social justice. Furthermore, Achieving good governance will require the active participation and commitment of all segments of the society, enhanced information sharing, accountability, transparency, equality, inclusiveness, and the rule of law. Specifically, it entails eliminating government corruption, promoting judicial reform, reforming government officials, decentralization, and implementing a Governance Action Plan focused on military reforms including demobilization. Poverty reduction by developing the private sector and social development including public financial reforms within this strategy and economic growth based on good governance are important.

**(3) The status of Cambodia in Japan's ODA**

The underlying themes of Japan's assistance policy for Cambodia are "sustainable economic growth and poverty reduction. The policy maintains that with focus on these issues and in full consideration for the measures to help the socially vulnerable, basic infrastructure devastated by the prolonged civil war will be developed, various collapsed or obsolete systems will be reconstructed, and human resources will be fostered to remedy the severe scarcity of human resources." This sub-program addresses "Realization of Suitable Economic Growth and a Stable Society," which is one of the priority assistance areas. Its issue-specific assistance policy contains "assistance for five reforms (administrative reform, financial reform, reduction in military personnel, natural resource management, and social sector reform) and good governance." The issue addressed by this component is the "promotion of good governance (improvements of local and central administrative

functions),” which constitutes a part of the policy.

Thus far, JICA provided assistance for democratic development and decentralization/operation spreading at regional level, for instance, through the Administrative Capacity Building Program and the Government’s Statistical Capacity Building Program in order to enhance the administrative functions. As a means of complementing such programs, it is expected that this component will develop human resources with basic knowledge about formulating social policies to rectify the disparities, analysis of socioeconomic statistics, local financial and personnel management, and researches needing a long time on public policies as to the division of roles between the central and regional governments.

## **2. Cooperation Framework**

### **(1) Project Objectives**

#### **(1) Overall Goal:**

Abilities relevant to policy-making and institution-building in administrative authorities involved in democratic developments at regional level and decentralization/operational deconcentration promoted by the government of Cambodia are improved by JDS returned participants

#### **(2) Project Purpose:**

Human resources involved in “Realization of Sustainable Economic Growth and a Stable Society / Promoting Good Governance (Improving Local and Central Administrative Functions)” improve knowledge on public policy research concerning the roles between the central and provinces, financial/personnel management in provinces, analysis of socio-economic statistics, gap adjustments and so on.

### **(2) Verifiable indicators**

- 1) To obtain Master degree by JDS participants
- 2) JDS returned participants posted to departments in the policy making and institution-building relevant to the component

### **(3) Activities**

Targets	Learning content
1) Before coming to Japan	In order to provide faculty’s education after students come to Japan, pre-departure education will be provided on site. In particular, the faculty is planning to provide a course of academic English skill for writing Master thesis as well as Mathematics.
2) During the stay in Japan	
To acquire abilities of policy-making, implementation, evaluation and management in order to implement various social policy efficiently such as public policy of decentralization, policy of public finance and human resource management, socio-economic statistics arrangement and analysis,	To learn not only abilities and skills of theories and experimental study of social science focuses on public administration/public management receiving course works and coaching of thesis-making which satisfy with international level but also abilities and skills of independent research and plan/do/see of projects.

corrective policy of income gap	
Consideration on solutions to issues through the thesis-making	Students make their thesis receiving a policy-oriented coaching of thesis-making in line with research need of the students from selected advisors in the faculty who possess business experience. Moreover, in order to improve abilities to undertake independent research and to plan/implement projects, students also learn methodologies from issue-findings to conduct research to proposal making, thesis making and presentation skills.
To deepen understanding of study by learning method of practical utilization of acquired knowledge	Skills in international communication needed by persons overseeing policy are improved through group work and field trips with students of various nationalities as well as extracurricular activities in liaison with the Minami Uonuma community in Niigata Prefecture.
3) After returning home	
Promoting collaborative researches	As for research on economic development/public policies/administration of Cambodia, the faculty has been carrying out the collaborative research on trade/finance/economic growth and development administration of Asian countries including Cambodia with the graduates who are working for public organizations such as the National Bank of Cambodia, and part of the research results were released in ASEAN Economic Bulletin (an English specialty magazine with referee reading). Students are planned to continuously announce research results in working papers or international scholarly journals in future, too.

#### **(4)-1 Inputs from the Japanese Side**

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

#### **(4)-2 Input duration and the number of JDS participants**

1 batch 4 participants × 4 years = 16 participants  
 From the year 2010 (Until 2012) : 4 participants  
 From the year 2011 (Until 2013) : 4 participants  
 From the year 2012 (Until 2014) : 4 participants  
 From the year 2013 (Until 2015) : 4 participants

**(5) Inputs from the Cambodia Side**

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

**(6) Qualifications**

- 1) Work experience, etc
  - Public servants and other applicants from private sector or other organizations who receive a nomination from a target(nominate) organization set to each component.
  - For public servant : More than 2 years work experience as a public servant
  - For other applicants : More than 2 years full time work experience
- 2) Other qualifications
  - Nationality: Applicants must be citizens of Cambodia
  - Age: Between the ages of 22 and 34
  - Academic background: University graduate (Bachelor holder)
  - Adequate English proficiency for research activities in Master course
  - Applicants are not on a scholarship or have no plan to receive scholarships
  - Applicants who have not obtained Master degree abroad supported by foreign scholarships

**Implementation Framework****(1) Accepting university**

Graduate School of International Relations, International University of Japan

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

This university has accepted JDS participants every year since first year of JDS program, and the number of the accepted participants has reached over 160 .

**(3) Program Overview**

- The Public Management and Policy Analysis Program aims not only to develop skills in drafting policies in public entities such as international organizations, central governments and local governments, but also to produce human resources equipped with the policy management skills necessary for the effective implementation of public management; in other words, advanced skills in the implementation, assessment and management of policies. In consideration of this, we have set the basic policy of guidance in this Program, which is to foster administrative officers equipped with abilities of policy-making/implementation/evaluation/management enabling effectively to conduct various social policies such as public policies related to the sharing of roles of the central government/regional governments, financial/personnel management policies, socio-economic statistics adjustment/analysis, and measures to correct income gaps.
- In particular, the Public Management and Policy Analysis Program curriculum comprises (1) Course work with international standards and (2) Preparation of master's theses of publishable quality. Moreover, not only that all guidance on master's theses is

given in English and theses are written in English, but also Full-time teachers engaged in the program have doctor degrees from Western universities and many of them are equipped with practical experience. Additionally, since almost all students are from overseas, an English-spoken environment is prevalent in the school.

- The course work covers the eight basic compulsory subjects which centers mainly on public administration, public management and social public policy. On the other hand, the optional (compulsory) subjects covers 28 subjects which are related with the JDS Development Issues (component) so that a course work system is in place to meet various student needs. Moreover, through the study of compulsory and optional subjects, students acquire skills in the use of a wide range of computer software (e.g. STATA, EViews, Excel, LINDO, GAMS and GAUSS) essential to the quantitative analysis of problems in public administration, public management and social public policy.
- Under the cross-registration system, a course work system is in place to meet various student needs by allowing the study of subjects provided by the International Management Graduate Program, a course separate to the Public Management and Policy Analysis Program.

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

- 1.Sub-Program (JDS Target Priority Area) :  
Realization of Sustainable Economic Growth and a Stable Society
- 2.Component (JDS Development Issue) :  
Promoting Good Governance  
(Developing Closer International Relationship between Asian Countries)
- 3.Managing Organization : Ministry of Education, Youth and Sport
- 4.Target (Nominate) Organization :  
Ministry of Justice / Ministry of Interior / Ministry of Foreign Affairs and International Cooperation /  
Ministry of Public Works and Transport / Ministry of Industry Mines and Energy / Ministry of Post and  
Telecommunication / National Information Communications Technology Development Authority (NiDA) /  
Ministry of Economy and Finance / Ministry of Commerce / Ministry of Agriculture Forestry and Fisheries  
/ Ministry of Rural Development / Ministry of Water Resources and Meteorology / Ministry of Health /  
Ministry of Education Youth and Sports / Office of the Council of Ministers / Ministry of Environment /  
Ministry of Information / Ministry of Tourism / Ministry of Women Affairs / Secretariat of Civil Aviation /  
Ministry of Labor and Vocational Training / Secretariat of Public Service / Ministry of Culture and Fine  
Arts / Ministry of Land Management, Urban Planning & Construction / Ministry of Parliamentary Affairs  
and Inspection / Ministry of Planning / Ministry of Religions and Cults / Ministry of Social Affairs Veteran  
and Youth Rehabilitation / Municipality of Phnom Penh

**(2) Background****【The status quo and issues】**

The Rectangular Strategy maintains that good governance is the most important pre-condition to achieve sustainable economic development with equity and social justice. Furthermore, Achieving good governance will require the active participation and commitment of all segments of the society, enhanced information sharing, accountability, transparency, equality, inclusiveness, and the rule of law. Specifically, it entails eliminating government corruption, promoting judicial reform, reforming government officials, decentralization, and implementing a Governance Action Plan focused on military reforms including demobilization. Poverty reduction by developing the private sector and social development including public financial reforms within this strategy and economic growth based on good governance are important.

**(3) The status of Cambodia in Japan's ODA**

The underlying themes of Japan's assistance policy for Cambodia are "sustainable economic growth and poverty reduction. The policy maintains that with focus on these issues and in full consideration for the measures to help the socially vulnerable, basic infrastructure devastated by the prolonged civil war will be developed, various collapsed or obsolete systems will be reconstructed, and human resources will be fostered to remedy the severe scarcity of human resources." This sub-program addresses "Realization of Suitable Economic Growth and a Stable Society," which is one of the priority assistance areas. Similarly, the area of "assistance to rectify disparities with ASEAN countries" has been set as one of the priority assistance areas, and the issue-specific assistance policy includes the development of the Mekong regions. The issue addressed by this component, that is, "developing closer international relationships between the Asian (ASEAN) countries," constitutes a part of the above assistance policy. Incidentally, cooperation under the JDS projects is provided within the scope of "Realization of Suitable Economic Growth and a Stable Society" as part of good governance.

It is expected that this component will foster human resources capable of creating and managing a framework that addresses regional and international issues, planning and

implementing Cambodia's foreign policies in conjunction with ever-changing international conditions, while building good international relations with relevant nations that will contribute to the country's development, amidst progressively advancing regional and international socioeconomic integration of Cambodia subsequent to its accession to the ASEAN and WTO, etc..

## **2. Cooperation Framework**

### **(1) Project Objectives**

#### **(1) Overall Goal**

Developing good relations with relevant countries in a manner to contribute to the development of Cambodia, Abilities of relevant administrative authorities involved in diplomatic policy making/implementation in step with international circumstances and making frameworks/operation against international issues are improved by JDS returned participants

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

Human resources involved in "Realization of Sustainable Economic Growth and a Stable Society / Promoting Good Governance (Developing Closer International Relationship between Asian Countries)" improve knowledge on diplomatic policy making, coping with regional/international issues and framework developments.

### **(2) Verifiable indicators**

- 1) To obtain Master degree by JDS participants
- 2) JDS returned participants posted to departments in the policy making and institution-building relevant to the component

### **(3) Activities**

Targets	Learning content
1) Before coming to Japan	
To set a specific research topic for writing research thesis	In the broad theme of "Development of Closer International Relationships with Asian Countries", in order that students set their concrete and clear research theme, students receive the instructions by the university visits their countries at a proper timing before they come to Japan. In addition, in order that the students can start to prepare for their research as much as possible before they come to Japan, the dispatched academic advisor give the instructions on necessary preparation to make Master thesis in 1 year program, such as an advice on material collection.
2) During the stay in Japan	
To acquire abilities to make feasible policies analyzing current policy issues objectively in frameworks of International relations, diplomacy or regional economic development	The faculty will develop the human resources who are able to construct the relationships which will lead more desirable and more stable regional economic development for both of Cambodia and the surrounding Asian countries, by adding training of more analytic thinking ability to the experiences in practical duties in

	the field of diplomatic policy of JDS participants. As a base of this, the students will acquire analytical tools such as International Relations through lectures.
To improve problem solution analysis skill for specific issues through the thesis-making	An instruction system by three teachers including one main instructor and two sub instructors corresponding to the research theme is organized for each student. A seminar attended by all of these instructors and all of the JDS participants is held weekly and, in this seminar, the students taking turns report the state of progress of their researches and are able to receive comments and advice from many teachers and peer students. Through making thesis, an analytical thinking and an ability to summarize in form of thesis based on the analysis will be strengthened by receiving instructions from academic advisors.
To deepen understanding of study by learning method of practical utilization of acquired knowledge	The faculty has invited outside specialists as lecturers and held seminar and lecture meeting in various themes. From now, by making use of a special program under new system of JDS, the faculty can enrich outside specialists and their lectures, which can increase opportunities to deepen understanding from large point of view with regard to each theme that JDS participants research.
3) After returning home	
To improve analysis skills for specific issues that has been developed through master's program. In addition, improve understanding of concerned people on the issues related to international relations.	By dispatching academic advisors to Cambodia, the faculty will arrange an opportunity to expand knowledge for human resources through on-site seminar as well as follow-up activities for utilizing and brush up knowledge after JDS participants return to Cambodia.

#### (4)-1 Inputs from the Japanese Side

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

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

1 batch 3 participants × 4 years = 12 participants  
 From the year 2010 (Until 2012) : 3 participants  
 From the year 2011 (Until 2013) : 3 participants  
 From the year 2012 (Until 2014) : 3 participants  
 From the year 2013 (Until 2015) : 3 participants



**(5) Inputs from the Cambodia Side**

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

**(6) Qualifications**

- 1) Work experience, etc
  - Public servants and other applicants from private sector or other organizations who receive a nomination from a target(nominate) organization set to each component.
  - For public servant : More than 2 years work experience as a public servant
  - For other applicants : More than 2 years full time work experience
- 2) Other qualifications
  - Nationality: Applicants must be citizens of Cambodia
  - Age: Between the ages of 22 and 34
  - Academic background: University graduate (Bachelor holder)
  - Adequate English proficiency for research activities in Master course
  - Applicants are not on a scholarship or have no plan to receive scholarships
  - Applicants who have not obtained Master degree abroad supported by foreign scholarships

**Implementation Framework****(1) Accepting university**

Graduate School of Humanities and Social Science, Master's program in International area studies, University of Tsukuba

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

Since the fiscal 2003, the course has been receiving the JDS participants in the fields of "International Relationships", "Public Policy", and "Education Administration". As for Cambodia, we had accepted 2 participants in 2002. The course also has accepted many government sponsored scholars and privately funded foreign students.

**(3) Program Overview**

- The JDS Fellow Receiving Program conducted in English of the post-graduate course is a special one-year program provided in the international studies major course. Therefore, the key to the success of studying abroad is whether or not each fellow will be able to determine a specific and clear research task in the broad theme of "Development of Closer International Relationships with Asian Countries". Therefore, before coming to Japan, instruction on determining the research tasks by the teachers of our post-graduate course is necessary and the course is considering that their teachers will visit the counterpart country at a proper timing and provide the instruction which should be given to the students before they come to Japan.
- The post-graduate course holds many teachers who are specialized in the politics, the international relations, and the economic development in the Southeast Asian region, and has significant outcomes of studies concerning the international issues especially in the ASEAN countries. As to the curriculum, it is necessary to complete the common specialized subjects (for example, the theory on social science methodology,

development anthropology, theory on international development, the theory on public policy, and the theory on economic development), the subjects for regional studies (for example, political studies of various regions, and subjects for economic studies) and the common basic subjects (subjects for exercises such as research workshop, and project exercise), in addition to submitting the thesis for master degree.

**Itemized Table 4****1. Outline of the Sub-Program/Component****(1) Basic Information**

1. Sub-Program (JDS Target Priority Area) :  
Realization of Sustainable Economic Growth and a Stable Society
2. Component (JDS Development Issue) :Improving of Social and Economic Infrastructure
3. Managing Organization : Ministry of Education, Youth and Sport
4. Target (Nominate) organization :  
Ministry of Public Works and Transport / Ministry of Industry, Mines and Energy / Ministry of Posts and Telecommunications / National Information Communications Technology Development Authority (NiDA )/ Ministry of Education Youth and Sport

**(2) Background****【The status quo and issues】**

In Cambodia, the fragile network of roads, airways, waterways, railways, etc. for passenger and cargo transport has impeded access to markets, schools, health and medical care facilities, and other sites essential in daily life, and in turn, this has lowered the living standards of the people. It has also hampered socioeconomic development including the promotion of tourism development and moves to attract investments that back up national development.

These issues are also addressed in Cambodia's Rectangular Strategy and its Second Socioeconomic Development Plan, as well as the need to improve the traffic and transportation network. In particular, high priority has been given to improving provincial and rural roads to improve the living standards of the poverty group that live in the rural areas. In addition, the Cambodian government recognizes the importance of contributing international routes to the GMS and the Asian Highway project that allow efficient transport between neighboring countries. Deterioration of the roads due to vehicle weight and a traffic safety are issues that have become prominent in conjunction with the country's development; and the need to address these issues has gained importance.

Although improvements to one national highway has been ensured with donor cooperation, establishing a maintenance and control system to maintain optimum road conditions in future has become an urgent issue. In conjunction with the rapid population growth in Phnom Penh, urban areas continue to expand under a fragile regional administration. With French assistance, a city plan has been drafted, but this plan that includes the regulation of land-use has not been implemented to date. The wetland and lake area real estate have been haphazardly bought up by the private sector; landfills have progressed and there is concern that this will affect natural purification of the city's drainage and sewage in the near future. In relation with it, as urbanization progresses without improving the sewage system, public health problem will rise ever than before. In addition, with this urbanization and growth of population and traffic, there is also concern of air pollution.

Further, in the area of information communications, Cambodia has only one main communications network that traverses longitudinally, and the fragile communications infrastructure has impeded economic development. The lack of human resources capable of appropriate maintenance and control of the communications network has also delayed development and correcting the information gap between urban and rural areas is also an issue.

### (3) The status of Cambodia in Japan's ODA

The underlying themes of Japan's assistance policy for Cambodia are "sustainable economic growth and poverty reduction. The policy maintains that with focus on these issues and in full consideration for the measures to help the socially vulnerable, basic infrastructure devastated by the prolonged civil war will be developed, various collapsed or obsolete systems will be reconstructed, and human resources will be fostered to remedy the severe scarcity of human resources." This sub-program addresses "Realization of Suitable Economic Growth and a Stable Society," which is one of the priority assistance areas. Its issue-specific assistance policy contains the "promotion of social and economic infrastructure development and economic environment development for economic progress." The issue addressed by this component, "improvement of social and economic infrastructure," constitutes a part of the policy. Thus far, JICA implemented the Power Generation, Transmission and Distribution System Improvement Program and the Transportation Improvement Program towards economic and social infrastructure development.

It is expected, as a means to complement these programs, that this component will develop human resources such as policy makers and enforcement staff capable of reviewing infrastructure development plans and overseeing their progress in consideration for issues in project management and developing foresight as to future issues as well as drafting and implementing their operation and maintenance after the infrastructure has been completed.

## 2. Cooperation Framework

### (1) Project Objectives

#### (1) Overall Goal

Abilities of relevant administrative authorities involved in policy making/planning/implementation in the infrastructural development of electricity, telecommunication, main airports, ICT and so on are improved by JDS returned participants

#### (2) Project Purpose

Human resources involved in "Realization of Sustainable Economic Growth and a Stable Society / Improving of Social and Economic Infrastructure" improve knowledge on policy making and implementations on the planning and progress evaluations, operations and maintenances of infrastructural development of networks in roads, airways, water ways, rail ways.

### (2) Verifiable indicators

- 1) To obtain Master degree by JDS participants
- 2) JDS returned participants posted to departments in the policy making and institution-building relevant to the component

### (3) Activities

Targets	Learning content
1) Before coming to Japan	
To provide a sufficient advance preparation for student's research after their coming to Japan	1) The faculty will provide textbooks to have the students learn in advance, and a teaching assistant or academic advisor will confirm their study progress through email. 2) Making use of email or TV conference system equipped with JICA Cambodia Office, pre-research instructions will be given. 3) On site instructions will be given depending on necessity.

2) During the stay in Japan	
<p>To acquire knowledge to develop architecture and transportation systems taking environments for sustainable urban development into consideration</p>	<p>Hiroshima University has implemented Strategic Program for Fostering Environmental Leaders, “Global Environmental Leaders Education Program for Designing a Low-Carbon Society” (International Environmental Leader Fostering Program) granted by Strategic and Creative Research Promotion Program of the Ministry of Education, Culture, Sports, Science and Technology since fiscal 2008, and provided education/research guidance aimed at improving the environmental management ability mainly based on this Program. And students will learn each issue for sustainable architecture, improvement of traffic network infrastructure, management of port, road management, improving ability of environmental management in Cambodia.</p> <p>In this process, students learn Regional and Urban Engineering, Transportation Engineering, Transportation Planning, Tourism Policy, Grand Disaster Prevention Engineering, Architectural Prevention, Environment Simulator, Marine Hydrodynamics, Marine Environmental Conservation, Environmental Monitoring, Botany Resources and sustainable architectonic for the Future as special subjects.</p> <p>The course will adopt topics as mentioned below as a research theme in the master’s thesis research and students learn to be transportation administrators who can give consideration to environment and work as a full-fledged official after returning to the country.</p> <ul style="list-style-type: none"> <li>• Building of a transportation system using rivers</li> <li>• Modal shift of land transportation and water transportation</li> <li>• Architectural and urban planning to satisfy an improvement of living environment and measure against global warming at the same time.</li> </ul>
<p>Consideration on solutions to issues through the thesis-making</p>	<p>Regarding the guidance system, at least two assistant advisors are provided in addition to a principle advisor to give research support.</p> <p>IDEC is also staffed by interdisciplinary tutors in subjects such as engineering, politics and education, and such tutors may take part as assistant tutors in such other fields according to the content of the research of foreign students.</p> <p>JDS participants learn the Development Technology Course of the Graduate School to study global viewpoints on the earth system and environmental science, and acquire local and practical development</p>

	technology on drainage basins, ecosystems, architecture, cities and traffic. Specifically, we will conduct guidance of master's thesis research focusing on PBL education and practicality.
To deepen understanding of study by learning method of practical utilization of acquired knowledge	The course will have the students present papers on the research results which will help develop developing countries based on such education/research results in international academic societies and symposiums of a wide range of fields, and have them receive objective evaluations in scholastic and policy fields.
3) After returning home	
Follow up after returning home	The faculty will hold a seminar to form sustainable region and society. In addition, the faculty will have JDS alumni of Hiroshima University establish and operate alumni association in Cambodia to enforce academic exchange between Hiroshima University and Cambodia.

#### **(4)-1 Inputs from the Japanese Side**

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

#### **(4)-2 Input duration and the number of JDS participants**

1 batch 3 participants  $\times$  4 years = 12 participants  
 From the year 2010 (Until 2012) : 3 participants  
 From the year 2011 (Until 2013) : 3 participants  
 From the year 2012 (Until 2014) : 3 participants  
 From the year 2013 (Until 2015) : 3 participants

#### **(5) Inputs from the Cambodia Side**

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

#### **(6) Qualifications**

- 1) Work experience, etc
  - Public servants and other applicants from private sector or other organizations who receive a nomination from a target (nominate) organization set to each component.

- For public servant : More than 2 years work experience as a public servant
- For other applicants : More than 2 years full time work experience

## 2) Other qualifications

- Nationality: Applicants must be citizens of Cambodia
- Age: Between the ages of 22 and 34
- Academic background: University graduate (Bachelor holder)
- Adequate English proficiency for research activities in Master course
- Applicants are not on a scholarship or have no plan to receive scholarships
- Applicants who have not obtained Master degree abroad supported by foreign scholarships

## Implementation Framework

### (1) Accepting university

Graduate School for International Cooperation, Hiroshima University

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

IDEC has accepted 104 JDS participants in total since 2002. During this period, IDEC also has accepted 9 from Cambodia in such fields as education, economy/industrial development, public policy and finance/exchange rate policy. IDEC also has accepted many government sponsored scholars and privately funded foreign students.

#### **Mission of 21st COE Program:**

Social Capacity Development for Environmental Management and International Cooperation

Strategic Program for Fostering Environmental Leaders, "Global Environmental Leaders Education Program for Designing a Low-Carbon Society" (International Environmental Leader Fostering Program) granted by Strategic and Creative Research Promotion Program of the Ministry of Education, Culture, Sports, Science and Technology since fiscal 2008

### (3) Program Overview

- This program aims to foster transportation administrators with the environmental management ability through the education research concerning the building of eco-friendly traffic transportation systems for sustainable urban development.
- Hiroshima University has implemented Strategic Program for Fostering Environmental Leaders, "Global Environmental Leaders Education Program for Designing a Low-Carbon Society" (International Environmental Leader Fostering Program) granted by Strategic and Creative Research Promotion Program of the Ministry of Education, Culture, Sports, Science and Technology since fiscal 2008, and provided education/research guidance aimed at improving the environmental management ability mainly based on this Program. In this program, while improving the environmental development education and the environmental management ability in the relevant country through such subjects, the students will learn individual problems for sustainable architecture, traffic network infrastructure improvement such as road management, construction of road networks and port administration through research

guidance for a master's thesis.

- The program provided for foreign students are comprised of the following three phases:  
Phase I:

Before accepting foreign students, the course offers prior education for improving basic scholarship in their specialized field corresponding to the actual situation of the target country. During this process, the degree of progress is measured by, for example, 1) Self-learning using textbooks, 2) Pre-instruction by email or interview, 3) Direct instruction on site.

Phase II:

JDS participants learn the Development Technology Course of the Graduate School to study global viewpoints on the earth system and environmental science, and acquire local and practical development technology on drainage basins, ecosystems, architectonics, cities and traffic. In the process of research for Master thesis, the themes such as “Building of a transportation system using rivers”, “Modal shift of land transportation and water transportation” and “Architecture and urban planning which satisfy both of improvement of living environment and a measure against global warming” will be adopted.

Phase III:

As a follow up on students after return to their home countries, fostering of “Leader in environment” is provided that will allow students to engage in undertakings aimed at spreading the advanced technology and knowledge of developed countries through activities at bodies such as NGOs in their home countries.



**Itemized Table 5****1. Outline of the Sub-Program/Component****(1) Basic Information**

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| <p>1.Sub-Program (JDS Target Priority Area) :<br/>Realization of Sustainable Economic Growth and a Stable Society</p> <p>2.Component (JDS Development Issue) : Promotion of Economy and Industry<br/>Development</p> <p>3.Managing Organization : Ministry of Education, Youth and Sport</p> <p>4.Target (Nominate) organization :<br/>Ministry of Economy and Finance / Ministry of Commerce / Ministry of Industry, Mines and Energy /<br/>Council for Development of Cambodia/Ministry of Education Youth and Sport</p> |
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**(2) Background****【The status quo and issues】**

Development of the private sector is one of the foremost issues given in the Rectangular Strategy; Not only Cambodia's economic development led by private sector guidance but also its contribution to poverty reduction through the creation of employment is anticipated. Meanwhile, to diversify Cambodia's economic structure and to foster industries that are competitively viable, economic revitalization by actively promoting private sector investment including foreign investment is needed. As a prerequisite to achieve this, it is an issue to improve the business environment that includes accelerated and simplified trade procedures and investment environment.

To address and resolve these issues, the Cambodian government established a review committee to oversee priority issues (improving the investment environment, trade facilitation, promoting small and medium industries) and a government-private sector forums chaired by the prime minister in order to work on resolving the issues. Following its integration into WTO in 2004 and foreign capital inflow by the establishment of Special Economic Zone (SEZ) in 2005, new measures have been adopted, but policies to promote the private sector through the promotion of investments and measures to strengthen the real economy are needed.

**(3) The status of Cambodia in Japan's ODA**

The underlying themes of Japan's assistance policy for Cambodia are "sustainable economic growth and poverty reduction. The policy maintains that with focus on these issues and in full consideration for the measures to help the socially vulnerable, basic infrastructure devastated by the prolonged civil war will be developed, various collapsed or obsolete systems will be reconstructed, and human resources will be fostered to remedy the severe scarcity of human resources."

This sub-program addresses "Realization of Suitable Economic Growth and a Stable Society," which is one of the priority assistance areas. Its issue-specific assistance policy includes the "promotion of social/economic infrastructure development and economic environment development for economic progress. The issue addressed by this component, "Promotion of Economy and Rural Development," constitutes a part of the policy.

Thus far, JICA implemented the Program for Formulating Sustainable Comprehensive Development Plan and Strategy and the Private Sector Promotion Program in order to realize sustainable comprehensive development and private sector development in specific regions. In a manner to complement these programs, it is expected that this component will contribute to the development and capacity building of human resources, particularly government officials and strategists, capable of planning and implementing national development policies, macroeconomic policies, and policies to promote the private sector

(investment and trade promotion and development of small/medium enterprises, etc.) so that Cambodia will be able to achieve a sustainable economic growth in the future through diversification of economic structure and fosterage of internationally competitive industries.”

## 2. Cooperation Framework

### (1) Project Objectives

#### (1) Overall Goal

Abilities of relevant administrative authorities involved in policy making /institution building concerning “Realization of Sustainable Economic Growth and a Stable Society / Promotion of Economy and Industry Development” are improved by JDS returned participants

#### (2) Project Purpose

Human resources involved in “Realization of Sustainable Economic Growth and a Stable Society / Promotion of Economy and Industry Development” improve knowledge on policy making/planning/implementation concerning economic policy/improvement of business environments.

### (2) Verifiable indicators

- 1) To obtain Master degree by JDS participants
- 2) JDS returned participants posted to departments in the policy making and institution-building relevant to the component

### (3) Activities

Targets	Learning content
1) Before coming to Japan	
Training of basics in Economics	Basic education for Economics (Macro and Micro Economics) * The training will be held after the participants come to Japan but before they enter the University.
2) During the stay in Japan	
To acquire an ability to analyze and make policies in economic management, improvement of investment environment, fostering SMEs, strategy of international trading that are suitable for current Cambodia In addition, train a sense of company and market by training skills of report and debate at academic society as well as having the participants absorb knowledge from specialists.	In “New Curriculum for Master’s Program”, students learn solid subjects of development literacy (including Japan’s Development Experience) and 6 specialized programs (Economic Development Policy and Management, Rural and Regional Development, Education and Human Resource Development, Governance and Law, Peace Building, and Social Development and Culture) provided by the Department of International Development and the Department of International Cooperation Studies under the title of “the International Development and Cooperation Course”, thus students receive integrated education featuring interdisciplinary “international development studies”. In addition, the faculty will train student’s skill of reporting and debating at academic society and a sense

	<p>of company and market</p> <ul style="list-style-type: none"> <li>• The faculty holds Mini-International Workshop in Nagoya University.</li> <li>• To have the participants join academic society in Japan</li> <li>• Field research training (Door-to-Door survey to companies or markets)</li> </ul>
<p>The program trains students to become career Development Economists or otherwise experts in economic development who can contribute to poverty reduction through economic growth via increased income and/ or employment creation, focusing on economic development which organically frames important parts in socio-economic development</p>	<p>In the Master's Degree Course, students will develop a strong capacity to analyze a country's macroeconomic situation in a development context given a set of statistics (Short term analyses). Concurrently, building upon the existing theories of economic growth/development, students also gain knowledge and understanding about medium- to long-term development strategies and supporting quantitative planning tools.</p> <p>In conjunction with other development professional programs offered at GSID, the rich curriculum enables students to familiarize themselves with newer participants in development, socio-economic institutions, and culture that were previously outside the scope of traditional development economics.</p> <p>In addition, by providing special programs, the the faculty aims to develop skill of presentation in English, making thesis in English and Information processing.</p> <p>Special lecture 1 Lecture on the presentation skill in English</p> <p>Special Lecture 2 Lecture on the thesis-making skill in English</p> <p>Special Lecture 3 Lecture on the Information processing skill</p>
<p>Consideration on solutions to issues through the thesis-making</p>	<p>In writing the thesis, students are expected to develop the capacity to carry out comprehensive development planning and execution/management, at an entry level. In addition, in order to correspond to any questions asked by the students, tutors in doctoral course will be appointed.</p>
<p>To deepen understanding of study by learning method of practical utilization of acquired knowledge</p>	<p>Students will learn the common subjects include participatory seminars for international field works in developing countries, seminars to learn development policy of Japanese municipalities, and lectures by persons in charge of practical affairs of development in various areas.</p> <p>In addition, by participating in the overseas field training, problem solving skill is developed by facing real problem in the field of development.</p>
<p>3) After returning home</p>	
<p>A seminar will be held in</p>	<p>A follow up seminar will be held on site in order to</p>

Cambodia to follow up and confirm achievements of education and research	confirm and follow up an achievement of education and research. In addition, Reacting to the Asia Africa Science Platform Program of the Ministry of Education, Culture, Sports, Science and Technology, the faculty has constructed an academic network of development with the Asian countries, and the general conference will be held in Phnom Penh, Cambodia this fiscal year 2009.
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#### **(4)-1 Inputs from the Japanese Side**

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

#### **(4)-2 Input duration and the number of JDS participants**

1 batch 3 participants  $\times$  4 years = 12 participants  
 From the year 2010 (Until 2012) : 3 participants  
 From the year 2011 (Until 2013) : 3 participants  
 From the year 2012 (Until 2014) : 3 participants  
 From the year 2013 (Until 2015) : 3 participants

#### **(5) Inputs from the Cambodia Side**

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

#### **(6) Qualifications**

- 1) Work experience, etc
  - Public servants and other applicants from private sector or other organizations who receive a nomination from a target(nominate) organization set to each component.
  - For public servant : More than 2 years work experience as a public servant
  - For other applicants : More than 2 years full time work experience
- 2) Other qualifications
  - Nationality: Applicants must be citizens of Cambodia
  - Age: Between the ages of 22 and 34
  - Academic background: University graduate (Bachelor holder)
  - It is preferable to have learnt basics of Economics in Universities, etc.
  - Adequate English proficiency for research activities in Master course
  - Applicants are not on a scholarship or have no plan to receive scholarships
  - Applicants who have not obtained Master degree abroad supported by foreign scholarships

## Implementation Framework

### (1) Accepting university

Graduate School of International Development, Nagoya University
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### (2) Accepting university's experience in ODA-related activities

<p>As of May 1 of 2009, 177 of out of 317 graduate school students registered in the faculty are international students from 35 countries. Although the faculty does not have an experience to accept JDS students, even only in this program, 8 Cambodian graduate students are enrolled in, and the faculty has many relations with Cambodia as the follows; The associate professor in charge of the faculty's participatory seminar for fieldwork is of the Cambodian nationality. The faculty is implementing training for administrative officers of Cambodia from this fiscal year upon request of Asian development bank (ADB). The faculty is also providing continuous support for establishment and management of Royal University of Phnom Penh in curriculum and lectures. In addition, the faculty is also conducting training for administrative officers of the National Economic and Social Development Board of Thailand and the Ministry of Finance of Indonesia in addition to Cambodia, and the know-how on intellectual development cooperation has been accumulated.</p>
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### (3) Program Overview

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| <ul style="list-style-type: none"> <li>➤ “The International Development and Cooperation Course” of the faculty is a curriculum (course) restructured 3 years ago in order to adapt to the latest needs based on the accumulation and achievement on know-how of development education of the past 15 years. The specialized program of “Economic Development Policy and Management” deals with economic development that constitutes the core of Socio-Economic Development. The program trains students to become career Development Economists or otherwise experts in economic development who can contribute to poverty reduction through economic growth via increased income and/ or employment creation.</li> <li>➤ Particularly, this program deals with the issues related to 1) 'International Development Economics' such as trade and development, strategic industrial policies under globalization, FDI induction and management, capital account liberalization, regional economic cooperation, multi-lateral negotiations, etc., and the matching domestic 2) 'Economic Development Policies &amp; Management' such as domestic economic/institutional reforms, growth-oriented macroeconomic policies (monetary and fiscal) and management, macro strategies and macro-micro-linkage strategies for poverty reduction, coordination for center-region policies under decentralization, and so forth. The program trains development economists who are capable of managing the cycle of problem identification, policy planning, and execution/coordination. Tools of quantitative analyses such as econometric/empirical analyses and policy simulation models are taught as an integral part of this program.</li> <li>➤ “Economic Development Policy and Management Program” of our faculty has supervisors who have been engaged in related affairs (economic analysis, policy planning, policy dialogue) at international organizations such as the World Bank, Inter-American Development Bank, the United Nations, African Development Bank, Asian development bank, and JBIC, and Japan's international support organizations or worked as advisor on economic policy in developing countries. Based on the development experiences of Japan and Asia, the environment allows to study and</li> </ul> |
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research policy-oriented development economics in accordance with the situation of Asian region including Cambodia.

**Itemized Table 6****1. Outline of the Sub-Program/Component****(1) Basic Information**

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| <p>1.Sub-Program (JDS Target Priority Area) :<br/>Realization of Sustainable Economic Growth and a Stable Society</p> <p>2.Component (JDS Development Issue) : Agriculture and Rural Development</p> <p>3.Managing Organization : Ministry of Education, Youth and Sport</p> <p>4.Target (Nominate) organization :<br/>Ministry of Agriculture, Forestry and Fisheries / Ministry of Water Resources and Meteorology / Ministry of Rural Development/Ministry of Education Youth and Sport</p> |
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**(2) Background****【The status quo and issues】**

The agricultural, forestry, and fisheries industries accounts for 28.5% of the GDP (2007) and employs about 60% of the national work force (2007). Although its component ratio of the GDP has gradually been decreasing since 1993, these industries continue to remain important in the economy. Since agriculture sector which can make use of abundant natural resources and labor force has the potential to sell agricultural products and processed products at home and to export them to neighboring countries, the sector is required to lead entire Cambodian economy by its stable growth.

It is believed that Cambodia possesses abundant water resources, but much of it is due to flooding of the Mekong River. Thus, the usable volume of water is limited due to difficulties in controlling the river. Although many irrigation facilities were constructed during the Pol Pot regime in the latter half of the 1970s, the majority of these facilities have depreciated over a period of 30 years. The Cambodian government has implemented projects to improve irrigation, but the ratio of irrigation improvements has been limited to only 20%. In addition, since a distribution system for agricultural products has not been developed, exportation is unofficially carried out near the Vietnam and Thai borders. Since farmer organizations also remain undeveloped, joint purchases, sales, shipments, and other economic activities by farmer groups are nonexistent.

**(3) The status of Cambodia in Japan's ODA**

The underlying themes of Japan's assistance policy for Cambodia are "sustainable economic growth and poverty reduction. The policy maintains that with focus on these issues and in full consideration for the measures to help the socially vulnerable, basic infrastructure devastated by the prolonged civil war will be developed, various collapsed or obsolete systems will be reconstructed, and human resources will be fostered to remedy the severe scarcity of human resources."

This sub-program addresses "Realization of Suitable Economic Growth and a Stable Society," which is one of the priority assistance areas. Its issue-specific assistance policy contains the "agricultural and rural development and improvement of agricultural productivity." The issue addressed by this component, "agricultural and rural development," constitutes a part of the policy.

Thus far, JICA implemented the Irrigation Agriculture and Farming Improvement Program and the Program for Improving Agricultural Product Distribution to promote agricultural production. As a means to complement these programs, it is expected that this component will contribute to the development of human resources in the long term for Cambodia that seeks sustainable agricultural promotion while responding to global economic trends.

In particular, it is expected that the component will develop human resources capable of

fulfilling the roles of drafting and planning measures and policies to promote agriculture, forestry and fisheries, of managing and developing water resources to improve agricultural economy and productivity, and of developing technology to improve farming.

## **2. Cooperation Framework**

### **(1) Project Objectives**

#### **(1) Overall Goal**

Abilities of relevant administrative authorities concerning policy making/institution building in the promotion and improvement of agriculture, forestry and fisheries, development of farming system, etc are improved by JDS returned participants

#### **(2) Project Purpose**

Human resources involved in “Realization of Sustainable Economic Growth and a Stable Society/ Agriculture and Rural Development” learn policy making/planning/implementations concerning agriculture, fisheries and forestry industry, water resource managements and so on.

### **(2) Verifiable indicators**

- 1) To obtain Master degree by JDS participants
- 2) JDS returned participants posted to departments in the policy making and institution-building relevant to the component

### **(3) Activities**

Targets	Learning content
1) Before coming to Japan (Except for 1st batch)	On the occasion of technical interview in Cambodia, a dispatched academic advisor will explain educational program of the University and life in Fukuoka prefecture to candidates.
2) During the stay in Japan	
The course develops: policy experts who are able to judge policies from a long-term viewpoint for improvement of the living standard of the residents and implement agriculture and rural development including especially the irrigation farming and farming support as the core in Cambodia which is in the course of its development; the technocrats who have specialized knowledge in the natural science field; the personnel of test and research institutions belonging to governmental agencies; and the	<p>Students improve abilities relating to revitalization of agricultural and rural village economies, water resource development and maintenance of irrigation facilities, the sustainable forest resource management, and extensive problem solving concerning the agriculture and forestry sector.</p> <p>For those purposes, the students will learn not only agricultural economy and development economics but also policy-making in agriculture and practical problem solving, including the projects concerning the agricultural civil engineering and forest resources.</p> <p>In addition, special lecture and workshops will be provided in Japan</p> <ol style="list-style-type: none"> <li>1) Special lecture by special foreign lecturer</li> <li>2) Information collection field survey in Japan and participation in academic society</li> <li>3) Joint workshops with other Universities</li> </ol>



personnel in the human resource development sector including university teachers and extension education human resource.	
Consideration on solutions to issues through the thesis-making	<p>The students receive tutorial training on the specific problem, deepening lectures through the seminar. Furthermore, researches on the development issues of Cambodia are implemented with the cooperation of Institute of Tropical Agriculture and the Asia Center in Kyushu University as necessary. In each professor's office, the students conduct experiments, surveys, collection of data, seminars, etc. in team and receive instructions on writing the thesis in a multi-instructing-teacher system with the academic supervisors as the core. Furthermore, in the second grade of the course, an intermediate presentation is held as a special course and the progress of writing the thesis is grasped by academic supervisors. In addition, depending necessity, an Advisor will accompany with the participants for their field research in Cambodia, and give instructions to conduct proper educational research.</p>
To deepen understanding of study by learning method of practical utilization of acquired knowledge	<p>The program to Accelerate the Internationalization of University "International Joint Education Platform" has started from last year centering the "International Development Research Course" (master degree course conducted in English) by Kyushu University and university teachers from Japan, Germany and Thailand will participate in this platform. On this Platform, the teachers of the participating universities provide lectures, exercises, and practical training sessions are provided by teachers from member universities of the platform. Utilizing this Platform, the students receive the course provided as "Relay Lectures" through cooperation with university teachers including the lecturers from abroad.</p>
3) After returning home	
	<p>Taking an occasion of interview in Cambodia, one dispatched advisor will follow up activities of alumni such as researches in Cambodia, contact between the University and graduates and activities of alumni association.</p> <p>To hold on-site symposium to disseminate educational achievement: In 2013, the faculty will dispatch 6 advisors to Cambodia and hold a symposium focusing on participants in Japan and alumni to disseminate educational achievements.</p>

**(4)-1 Inputs from the Japanese Side**

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

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

1 batch    3 participants × 4 years = 12 participants  
 From the year 2010 (Until 2012) : 3 participants  
 From the year 2011 (Until 2013) : 3 participants  
 From the year 2012 (Until 2014) : 3 participants  
 From the year 2013 (Until 2015) : 3 participants

**(5) Inputs from the Cambodia Side**

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

**(6) Qualifications**

- 1) Work experience, etc
  - Public servants and other applicants from private sector or other organizations who receive a nomination from a target(nominate) organization set to each component.
  - For public servant : More than 2 years work experience as a public servant
  - For other applicants : More than 2 years full time work experience

※It is preferable to have more than 2-year professional working experience in the field of development policies of agriculture and rural development.
- 2) Other qualifications
  - Nationality: Applicants must be citizens of Cambodia
  - Age: Between the ages of 22 and 34
  - Academic background: University graduate (Bachelor holder)
  - Adequate English proficiency for research activities in Master course
  - Applicants are not on a scholarship or have no plan to receive scholarships
  - Applicants who have not obtained Master degree abroad supported by foreign scholarships

**Implementation Framework****(1) Accepting university**

Graduate School of International Development Research Course, Kyushu University

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

The course has received JDS participants since fiscal year 2001, and has accepted a total of 61 participants. As for Cambodia, the course received 10 participants who entered in the fiscal years of 2002 to 2006. The course also has received many government sponsored

participants and privately funded foreign students.

- In the fiscal 2007, "International Cooperation for Agricultural Higher Education in Indochina Region — A Multi-Sided and Multi-Layered Approach —" was conducted by a base system constructing project "International Educational Cooperation Initiative".
- Similarly, in the fiscal 2008, "Current State and Cooperation of Out-Research Activity in agricultural science and veterinary-based universities in Indochina Region — Theory and Verification of Extension" was conducted by the same initiative.
- From the fiscal 2007 to 2013, "Practical Training of International Agriculture Strategy for Learning from EU and Utilizing in Asia Resource Conservation Preparing for Food Crisis" was conducted by the international training program (ITP) for young researchers and, thereby, a program for the young researchers to receive educational training for a half year in various European countries taking the field in Cambodia, etc., is being conducted.
- The course conducts a P & P project concerning "Network Enhancement and Base Foundation for Asia Forest in-Field Education and Research Network Based on Adaptive Management" financed by the research budget of the university.
- The course conducts "New Function Evaluation of Rubber Plantations as Forest and Wood Resources" financed by the science budget of the university.

### (3) Program Overview

- "International Development Research Course" of Kyushu University (School of Agriculture, Graduate School of Bioenvironmental Sciences, Faculty of Agriculture) aim at development of human resources who are able to contribute to the sustainable development of the world in the field of agricultural science (in broad sense) targeted students from developing and the developed countries, considering various career paths which are both academic and non-academic. Especially the course for master degree aims at growing the practical and comprehensive abilities, enhancing the mutual understanding between Japan and foreign countries and human networks, and increasing the intellectual contribution to the international society.
- Utilizing Japan's rich experience in the paddy-field agriculture and the water resource management, we aim at improving abilities relating to revitalization of agricultural and rural village economies, water resource development and maintenance of irrigation facilities, the sustainable forest resource management, and extensive problem solving concerning the agriculture and forestry sector. Especially, the program introduces block modules system which consists of three blocks by dividing each academic term into blocks (each block is for one month), and one lecture is completed in each one block. By introducing the block module system, students will be able to choose the appropriate periods for the researches for sufficient field surveys considering rainy season/dry season of farming season.
- The university has conducted many educational research projects based on the multilateral international cooperation, which have taken their fields in Cambodia, and the JDS participants returned to Cambodia are working for the Ministry of Environment, the National Institute of Rubber, etc. Therefore, the university has established close partnerships with those organizations taking the opportunity of this project.

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

### **Basic Information of Sub-Program**

1. Country : Kingdom of Cambodia
2. Sub-Program (JDS Target Priority Area) : Support for the Society Vulnerable
3. Operating Committee :  
 Ministry of Education, Youth and Sport, Council for Development of Cambodia,  
 Ministry of Foreign Affairs and International Cooperation, Secretariat of Public Service,  
 Embassy of Japan、 JICA Cambodia Office

### **Itemized Table 1**

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

##### **(1) Basic Information**

1. Sub-Program (JDS Target Priority Area): Support for the Society Vulnerable
2. Components (JDS Development Issues):  
 Improvement of the Quality of Basic Health Care Service
3. The Managing Organization: Ministry of Education, Youth and Sport
4. Target (Nominate) Organizations: Ministry of Health, Provincial health office

##### **(2) Background**

###### **【The status quo and issues】**

Cambodia's basic public health is poor; and as its high infant and maternal mortality and incidence of tuberculosis indicates, both of measures and indicators for maternal and child health and infectious disease are at a remarkably low level among other ASEAN countries. Due to the long years of internal strife, the number of healthcare personnel and their quality are markedly in shortage. One of the causes for this is that the limited number of health care professionals is disproportionately distributed in the urban areas. In addition, many of the medical facilities lack drugs and equipments.

In the Rectangular Strategy, the Cambodian government has especially prioritized the expansion of medical facilities and system of services for the poverty group in rural areas. The new Health Sector Strategic Plan (HSP2008-15) continues to consider the issue of maternal and child health a priority issue. For tuberculosis, HIV/AIDS, and other infectious diseases that seriously impact society, enhanced countermeasures are being pursued. To accomplish this, improvement of health care service through fostering medical personnel and improvement of medical facilities is necessary..

In response to the formulation of HSP2008-15, The Cambodian government and donors are discussing how to formulate programs and frameworks to jointly assist the strategic plan. In future, effectively implementing assistance under this kind of joint framework by each donor is gaining importance.

##### **(3) The status of Cambodia in Japan's ODA**

The underlying themes of Japan's assistance policy for Cambodia are "sustainable economic growth and poverty reduction. The policy maintains that with focus on these issues and in full consideration for the measures to help the socially vulnerable, basic infrastructure devastated by the prolonged civil war will be developed, various collapsed or obsolete systems will be reconstructed, and human resources will be fostered to remedy the severe scarcity of human resources." This sub-program addresses "assistance for the

socially vulnerable,” which is one of the priority aid areas. “Education” and “health and medicine” are included in its issue-specific assistance policy. The area addressed by this component, “qualitative improvements in basic health care services,” constitutes a part of the policy.

Thus far, JICA implemented the Program for Measures for MDGs-related Issues and the Program for Strengthening Health and Medical Care Services in order to improve health and medical care services. In a manner to complement these JICA’s programs with specific focus on the measures for MDGs-related issues and strengthening health and medical care services, it is expected that this component will develop human resources capable of drafting, implementing, operating and maintaining health policies that can cope with changes in disease structure, building health systems for finance and human resource development from a comprehensive perspective to assist with the Cambodian government that aims to deliver high-quality health and medical care services.

## **2. Cooperation Framework**

### **(1) Project Objectives**

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

The policy making / system building function related to the high-quality health care services that Cambodia government is seeking will be improved at concerned organizations by the contribution of JDS graduate participants.

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

The human resources dealing with Support for the Society Vulnerable/ Improvement of the Quality of Basic Health Care Service will obtain and improve the skills and knowledge for building health systems and for drafting, implementing, operating and managing health policies.

### **(2) Verifiable indicators**

- 1) To obtain Master degree by JDS participants
- 2) JDS returned participants posted to departments in the policy making and institution-building relevant to the component

### **(3) Activities**

Targets	Learning content
1) Before coming to Japan	Under consideration
2) During the stay in Japan	
Through researches of 1) Configuration method of EHR and development, 2) Research on health and medical policies, and 3) Economics aspect in health and medical care, which can be a basis to improve quality of basic health care service in Cambodia, the faculty will foster human resource who can lead in those fields.	<p>As contents of instruction specialized in the students study in this component, the faculty has 3 fields of study as follows;</p> <ol style="list-style-type: none"> <li>1) Development of Electronic Health Record which can be used by developing countries</li> <li>2) Research on policy of health and medical care</li> <li>3) Research on economic aspect of health and medical care</li> </ol> <p>As for 1), students will be learning the open EHR that is becoming an international standard and will be involved in preparing specific EHR for diseases that are highly prevalent in their country. After undergoing this basic</p>

	<p>training, a management approach suited to disease management in their country conditions will be researched.</p> <p>As for 2), the students will be researching concrete issues in Cambodia as well as learning the health care strategy which links global health care strategies and projects on site, the Public-Private partnership, what social responsibilities of enterprise should be, roles and issues of public society and medias in political suggestions and implementations</p> <p>As for 3), the students will be researching, focusing on an aspect of economic activities in health and medical care, the health care services, prevention and preservation and medical services from viewpoints of comprehensive evaluation and health/medical insurances, etc.</p>
Consideration on solutions to issues through the thesis-making	<p>Revolving around a specialist in the Health Information Science, a Professor, formerly from UNICEF (course name: “Development Theory on Human Resources and Millennium Development Objectives”) and a professor in Economics knowledgeable about Medical Economics as well, these research instructions will be given by a Professor who is deeply knowledgeable about development in the Mekong River basin, a Professor, expert in international relations and comparative politics in Indochina, and Professor, whose research specializes in the Southeast Asian region (course name: “Political Society and Culture of Southeast Asia”) and others,</p>
To train specialized and practical problem-solving ability learning a manner of utilization of acquired knowledge	<p>The students learn under “Triangle method”, a program established in 1998, where teachers, students, and outside third-parties have collaborated in a research project where solution-based research and educational approach to identify problems. In addition to the internship system and research and exchange with affiliated universities overseas, joint survey and research between instructors and students for each research project (credit for research guidance and training) implemented in conjunction with overseas institutions and field work carried out in Japan for foreign students have been actively carried out.</p> <p>The research project incorporates the workshop method, and based on the triangular method concept, three groups consisting of instructors, graduate students, and third-party members (domestic and international companies, government ministries and agencies, local governments, international institutions, research institutions, NPO/NGOs, citizens, etc.) will address</p>

	various problems in actual society through exchanges in different fields, culture, and different industries. The research and educational system has been designed to enable specific alternative solutions to be developed.
3) After returning home	Under consideration

#### **(4)-1 Inputs from the Japanese Side**

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

#### **(4)-2 Input duration and the number of JDS participants**

1 batch 2 participants  $\times$  4 years = 8 participants  
 From the year 2009 (Until 2012) : 2 participants  
 From the year 2010 (Until 2013) : 2 participants  
 From the year 2011 (Until 2014) : 2 participants  
 From the year 2012 (Until 2015) : 2 participants

#### **(5) Inputs from the Cambodia Side**

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

#### **(6) Qualifications**

- 1) Work experience, etc
  - Public servants and other applicants from private sector or other organizations who receive a nomination from a target(nominate) organization set to each component.
  - For public servant : More than 2 years work experience as a public servant
  - For other applicants : More than 2 years full time work experience
- 2) Other qualifications
  - Nationality: Applicants must be citizens of Cambodia
  - Age: Between the ages of 22 and 34
  - Academic background: University graduate (Bachelor holder)
  - Adequate English proficiency for research activities in Master course
  - Applicants are not on a scholarship or have no plan to receive scholarships
  - Applicants who have not obtained Master degree abroad supported by foreign scholarships

## Implementation Framework

### (1) Accepting university

Graduate School of Asia-Pacific Studies, Waseda University
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### (2) Accepting university's experience in ODA-related activities

159 JDS participants were received by this university in the past. The university also has received government sponsored students, students sponsored by the government of Indonesia, Malaysia and other students of world bank and so on.

**One case example of the “Countermeasures for MDG Related Issues and Strengthening Healthcare Services”**

**“Research on Acceptance by Japan, Korea, and the U.S. of e-Health and Electronic Clinical Records”**

(Pfizer Foundation, 2006 to 2007, Professor KANO Sadahiko)

**“Research on Ubiquitous Structure of Healthcare”**

(NTT Docomo, 2006 to 2007, Professor KANO Sadahiko)

**“Research on Healthcare Systems in an Ubiquitous Information Society”**

(Pfizer Foundation, 2003 to 2005, Professor KANO Sadahiko)

**“Public-Private Partnerships in International Health”**

(2002 to the present, Professor KATSUMA Yasushi)

**“Role and Issues Related to Japan's NGOs in the Policy Decision-making Process in International Health”**

(2008 to 2009, Professor KATSUMA Yasushi)

**“Millennium Development Objectives and Collaboration between the U.N. and Corporations from Global Governance to International Health”**

(2008 to 2009, Professor KATSUMA Yasushi)

**“Collaboration between the U.N. and Private Companies from Global Governance in International Health to Millennium Development Objectives”**

(2007 to 2008, Professor KATSUMA Yasushi)

**Case examples related to “Fostering Finances and Human Resources from a Comprehensive Perspective”**

**“Focus on Fostering Global Human Resources to Integrate the Asian Region”**

(Global COE Program of the Ministry of Education from 2007)

### (3) Program Overview

The purpose of the research is to develop an Electronic Health Record (EHR) that can be used by developing countries. Students will be learning the open EHR that is becoming an international standard and will be involved in preparing specific EHR for diseases that are highly prevalent in their country. After undergoing this basic training, a management approach suited to disease management in their country conditions will be researched.

Under the guidance by specialists of health information science, the course fosters human resource capable of instructing a configuration-method of HER which will be a foundation to improve quality of basic health service in Cambodia.

Under the guidance of a specialist in the Health Information Science, the students will study community development and MDGs under a Professor, formerly from UNICEF (course name: “Development Theory on Human Resources and Millennium Development Objectives”), a Professor, who is deeply knowledgeable about development in the Mekong



River basin, a Professor, expert in international relations and comparative politics in Indochina, and Professor, whose research specializes in the Southeast Asian region (course name: “Political Society and Culture of Southeast Asia”) and others.

As contents of instruction specialized in the students study in this component, the faculty has 3 fields of study as follows;

- 4) Development of Electronic Health Record which can be used by developing countries
- 5) Research on policy of health and medical care
- 6) Research on economic aspect of health and medical care

As for 1), students will be learning the open EHR that is becoming an international standard and will be involved in preparing specific EHR for diseases that are highly prevalent in their country. After undergoing this basic training, a management approach suited to disease management in their country conditions will be researched.

As for 2), the students will be researching concrete issues in Cambodia as well as learning the health care strategy which links global health care strategies and projects on site, the Public-Private partnership, what social responsibilities of enterprise should be, roles and issues of public society and medias in political suggestions and implementations

As for 3), the students will be researching, focusing on an aspect of economic activities in health and medical care, the health care services, prevention and preservation and medical services from viewpoints of comprehensive evaluation and health/medical insurances, etc.

Revolving around a specialist in the Health Information Science, a Professor, formerly from UNICEF (course name: “Development Theory on Human Resources and Millennium Development Objectives”) and a professor in Economics knowledgeable about Medical Economics as well, these research instructions will be given by a Professor who is deeply knowledgeable about development in the Mekong River basin, a Professor, expert in international relations and comparative politics in Indochina, and Professor, whose research specializes in the Southeast Asian region (course name: “Political Society and Culture of Southeast Asia”) and others,

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

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| <ol style="list-style-type: none"> <li>1. Sub-Program (JDS Target Priority Area): Support for the Society Vulnerable</li> <li>2. Components (JDS Development Issues): Support for the Education Sector</li> <li>3. The Managing Organization: Ministry of Education, Youth and Sport</li> <li>4. Target Organizations: Ministry of Education, Youth and Sport</li> </ol> |
|--|

**(2) Background****【The status quo and issues】**

In Cambodia, the shortage of human resources with a high, qualitative level of education has become an urgent issue, which has greatly affected all sectors of the country. Improving access to quality education is the foundation to fostering human resources capable of supporting national development; and enhancing the right to basic education is an important issue.

Following the Cambodian government's Education for All (EFA) plan enacted in 2003, the Education Strategic Plan (ESP, 2006 to 2010) was revised in September 2004 and in December 2005. The medium-term objectives are reforming the quality and internal efficiency of education, securing equal educational opportunities, and capacity-building to promote decentralization. In December of the same year, the Education Sector Support Program (ESSP; 2006 to 2010) that is the program that implements ESP was revised.

**(3) The status of Cambodia in Japan's ODA**

The underlying themes of Japan's assistance policy for Cambodia are "sustainable economic growth and poverty reduction. The policy maintains that with focus on these issues and in full consideration for the measures to help the socially vulnerable, basic infrastructure devastated by the prolonged civil war will be developed, various collapsed or obsolete systems will be reconstructed, and human resources will be fostered to remedy the severe scarcity of human resources." This sub-program addresses "assistance for the socially vulnerable," which is one of the priority assistance areas. Its issue-specific policy includes "education" and "health and medicine," and the area addressed by this component, "assistance for education," constitutes a part of the policy.

Thus far, JICA implemented the Program for Improving the Quality of and Access to Education and the Program for Strengthening Mathematics and Science Education towards ensuring fair education opportunity and improving the quality of education. In a way to complement these programs, this component will need to develop human resources capable of drafting, implementing, monitoring, and analyzing education plans in order to achieve the objectives pursued by the Cambodian government, that is, "improvement of quality of education," "ensuring education opportunity," and "decentralization."

**2. Cooperation Framework****(1) Project Objectives****(1) Overall goal**

The administrative functions for realizing "Improvement of quality of education", "Ensuring education opportunity" and, in particular, "Decentralization" that Cambodian government is seeking, will be improved at concerned organizations by the contribution of JDS graduate participants.

**(2)Project purpose**

The human resources dealing with Support for the Society Vulnerable/ Support for the Education Sector will improve the skills and knowledge for drafting, planning, implementing, and managing the educational plans and policies.

**(2) Verifiable indicators**

- 1) To obtain Master degree by JDS participants
- 2) JDS returned participants posted to departments in the policy making and institution-building relevant to the component

**(3) Activities**

Targets	Learning content
1) Before coming to Japan	
To prepare sufficiently for the study and research activities after students come to Japan	<ul style="list-style-type: none"> <li>▪ To supervise learning progress by teaching assistant of doctoral course</li> <li>▪ Instruction of academic advisor by email</li> <li>▪ Instruction on site (Option)</li> </ul>
2) During the stay in Japan	
To develop systems of fostering and training of qualified teachers in Cambodia, and foster human resource to achieve it as well as train abilities to solve independently problems in their home country.	<ul style="list-style-type: none"> <li>▪ Subjects related with curriculum development (About 6 credits)</li> <li>▪ Subjects related with educational administration and development plan (About 6 credits)</li> <li>▪ Subjects related with International Cooperation (About 2 credits)</li> <li>▪ Domestic field research</li> </ul>
Consideration on solutions to issues through the thesis-making	<ul style="list-style-type: none"> <li>▪ Research methodology in education I &amp; II</li> <li>▪ Introduction to educational statistics I &amp; II</li> <li>▪ Literature research</li> <li>▪ Field research on site</li> <li>▪ Seminar</li> <li>▪ Instruction of thesis-making by advisors</li> <li>▪ Participation in domestic and overseas academic society</li> </ul>
To train specialized and practical problem-solving ability learning a manner of utilization of acquired knowledge	<ul style="list-style-type: none"> <li>▪ Thesis making</li> <li>▪ Seminar on education research in Cambodia (held by inviting instructors involved in Cambodia projects and graduate students)</li> </ul>
3) After returning home	
Follow up after graduation	<ul style="list-style-type: none"> <li>▪ To hold a seminar</li> <li>▪ To strengthen the network among returned JDS participants</li> </ul>

**(4)-1 Inputs from the Japanese Side**

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

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

1 batch    3 participants × 4 years    =    12 participants  
 From the year 2009 (Until 2012)    : 3 participants  
 From the year 2010 (Until 2013)    : 3 participants  
 From the year 2011 (Until 2014)    : 3 participants  
 From the year 2012 (Until 2015)    : 3 participants

**(5) Inputs from the Cambodia Side**

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

**(6) Qualifications**

- 1) Work experience, etc
  - Public servants and other applicants from private sector or other organizations who receive a nomination from a target(nominate) organization set to each component.
  - For public servant : More than 2 years work experience as a public servant
  - For other applicants : More than 2 years full time work experience
- 2) Other qualifications
  - Nationality: Applicants must be citizens of Cambodia
  - Age: Between the ages of 22 and 34
  - Academic background: University graduate (Bachelor holder)
  - Adequate English proficiency for research activities in Master course
  - Applicants are not on a scholarship or have no plan to receive scholarships
  - Applicants who have not obtained Master degree abroad supported by foreign scholarships

**Implementation Framework****(1) Accepting university**

Graduate School for International Cooperation, Hiroshima University

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

IDEC has accepted 104 JDS participants in total since 2002 in such fields as environmental policy, educational development, management and, etc. IDEC also has accepted other government sponsored scholars and privately funded foreign students.

**(3) Program Overview**

IDEC has accepted under contract the Science Education Improvement Project in Cambodia of JICA, dispatching two teachers there. Further, in cooperation with the Grassroots Technical Cooperation Project in Cambodia of JICA (entrusted by the International Division of Hiroshima prefecture), we are dispatching graduate students to support them.

In order to foster human resources who are in charge of sustainable development in the education field in Cambodia, the students learn the theories and practices of education for teachers, language education, educational administration and education for math and sciences of developing countries including the said country first of all in IDEC, and then determine their research theme which is in line with the needs of the country. At the same time, they learn methods of research and development in developing countries, and seek methods suitable for the research theme together with tutors.

Then, the students are required carefully to choose a theme and methods through the seminar and individual instructions, conduct literature searching and on-site surveys and make a master's thesis. During this process, they learn problem-solving methods, and personnel who face out educational problems in the relevant country are fostered.

The actions described above will be taken within the framework of the regular curriculum and the guidance of master's thesis research, but an organic alliance such as (1) sharing the data/experience obtained by teachers and former JOCV members who take part in cooperative projects, and (2) participating in cooperative project activities, will be reinforced in a bid to enhance the effect.

## Selection/Recruitment of the First Batch (Coming to Japan in FY 2010) Candidates (Kingdom of Cambodia)

The first batch candidates from Cambodia were recruited and selected as follows:

### 1. Recruitment of applicants (24 August to 15 September 2009)

The following assistance for recruitment was provided to the target organizations during the field survey, according to the qualifications for applicants, application guidelines/forms and the selection schedule, which were approved in the 1st meeting of the Operating Committee:

#### (1) Preparation for the application guidelines/documents

As the set of documents necessary for application, 1,300 copies of the following were created:

- Application guidelines
- Application forms

#### (2) Request for nomination of applicants

The set of the application documents above were distributed to all target (nominate) organizations along with the cover letter from the Ministry of Education, Youth and Sport as the managing organization. Also, information distribution to each department and issuance of the recommendation for the applicants were requested. The Ministry directly distributed the documents to the local organization.

#### (3) Explanatory meeting

The explanatory meeting was held at the Cambodia-Japan Cooperation Center (CJCC) on August 27 and September 5, which attracted 78 participants (in which 27 public servants were included) and 131 participants (in which 31 public servants were included) respectively.

#### (4) How to collect application documents

The application documents of the applicants who could successfully obtained the nomination from each target (nominate) organization by September 15 were directly submitted to the JDS project office<sup>1</sup> in sequence. There was the total of 105 application documents submitted and 102 of those were accepted as valid application documents after the qualification check by JICE. The number of valid applications and participants in target (nominate) organizations are shown in the table 1, which tells the most of public servant received nomination from their own belonging organizations because most of the target (nominate) organizations has authority to nominate their staff only.

Compare the application result of last 3 years with that of this year, it is shown that the number of the application increased from the ministries which sent a little number of applicants for last 3 years (ex. Ministry of public works and transport; Component “Improving of Social and Economic

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<sup>1</sup> JDS Project Office: JICE established the Project Office in Phnom Penh when it started the project in 2000. Since then, the Project Office has recruited and selected participants, provided language training, gave orientation and carried out the procedures for visiting Japan. The Office is effectively used also for this survey.

Infrastructure”, Ministry of industry mines and energy; Component “Promotion of Economy and Industry Development”, Ministry of agriculture forestry and fishery; Component “Agriculture and Rural Development”). The total number of application for this year were not sufficient, however, it can be considered that the increase of understanding and the expectations for JDS program among the above mentioned target (nominate) organizations reflected the increasing number of the applications from those promising target (nominate) organizations.

Until last year, the belonging organization of the applicants for each field (component) spread out because of the recruitment of both public servant and private sector with public announcement. However, the background of the applicants were specified for those related to the component because of the introduction of the nomination based recruitment targeted mainly for public servant belonging to target (nominate) organizations. (The target (nominate) organizations are shown in the bold frame in table 1)

Table 1 The valid applicants and participants in the target (nominate) organizations

【New System】

\*The target (nominate) organizations are shown in the bold frame.

【Legal and judicial development: Target (nominate) organization (2 ministries and 1 council)】

Target (Nominate) Organization	JDS2010 (1st batch under New System)			
	Valid Applicants	%	Participants (Expected)	%
Ministry of Foreign Affairs and International Cooperation				
<b>Office of the Council of Ministers</b>				
Ministry of Education, Youth and Sport				
Ministry of Economy and Finance				
Parliament				
Ministry of Parliamentary Affairs and Inspection				
Ministry of Justice	1	20%	1	33%
Ministry of Interior	1	20%	1	33%
Council for the Legal and Judicial Reform				
Other (Private sector)	3	60%	1	33%
Total	5	100%	3	100%

【Improving local and central administrative functions: Target (nominate) organization (all ministries and 23 provincial cabinets)】

Target (Nominate) Organization	JDS2010 (1st batch under New System)			
	Valid Applicants	%	Participants (Expected)	%
<b>National Bank of Cambodia</b>	2	18%	2	50%
National assembly				
Office of the Council of Ministers	1	9%	0	0%
Ministry of Environment				
Ministry of Tourism	2	18%	0	0%
Ministry of Education, Youth and Sport	1	9%	0	0%
Ministry of Planning	1	9%	1	25%
Ministry of Economy and Finance	1	9%	0	0%
Ministry of Public Works and Transport				
Secretariat of Civil Aviation				
Ministry of Industry Mines and Energy				
Ministry of National Defense				
National Information Communications Technology Development Authority (NiDA)	1	9%	0	0%
Ministry of Parliamentary Affairs and Inspection	1	9%	0	0%
Ministry of Social Affairs Veteran and Youth Rehabilitation				
Ministry of Commerce	1	9%	0	0%
Ministry of Information				
Ministry of Women Affairs				
Ministry of Rural Development				
Ministry of Land Management, Urban Planning & Construction				
Ministry of Interior				
Ministry of Agriculture Forestry and Fisheries				
Ministry of Religions and Cults				
Ministry of Health				
Ministry of Labor and Vocational Training	2	18%	1	25%
Total	11	100%	4	100%

【Developing closer international relationship between Asian countries: Target (nominate) organization (all ministries)】

Target (Nominate) Organization	JDS2010 (1st batch under New System)			
	Valid Applicants	%	Participants (Expected)	%
<b>National Audit authority</b>				
<b>Ministry of Foreign Affairs and International Cooperation</b>	1	5%	0	0%
Office of the Council of Ministers	1	5%	0	0%
Ministry of Environment	1	5%	0	0%
Ministry of Tourism	1	5%	1	33%
Ministry of Education, Youth and Sport	1	5%	1	33%
National Museum				
Ministry of Women Affairs	1	5%	0	0%
Ministry of Information	1	5%	0	0%
Ministry of Land Management, Urban Planning & Construction	1	5%	0	0%
Ministry of Interior				
Ministry of Agriculture Forestry and Fisheries	1	5%	1	33%
Other (Private sector)	10	53%	0	0%
Total	19	100%	3	100%

【Reference: No.of Applicants/Participants of past 3 years】

【Law】

JDS2009 (9th batch)		JDS2008 (8th batch)		JDS2007 (7th batch)	
Valid Applicants	Participants	Valid Applicants	Participants	Valid Applicants	Participants
1	0	0	0	0	0
1	0	1	1	2	0
1	0	0	0	0	0
1	0	0	0	0	0
2	0	0	0	0	0
1	0	0	0	0	0
1	0	0	0	0	0
0	0	1	0	1	1
0	0	0	0	0	0
18	3	16	2	18	2
26	3	18	3	21	3

【Public policy/Public administration】

JDS2009 (9th batch)		JDS2008 (8th batch)		JDS2007 (7th batch)	
Valid Applicants	Participants	Valid Applicants	Participants	Valid Applicants	Participants
4	1	5	1	0	0
1	0	1	0	1	1
1	0	1	0	1	0
1	0	0	0	2	0
0	0	0	0	0	0
3	1	2	0	1	0
1	0	1	0	0	0
1	1	0	0	0	0
1	0	0	0	0	0
0	0	0	0	1	0
1	0	2	1	0	0
0	0	1	0	0	0
0	0	0	0	0	0
1	0	1	0	0	0
1	0	0	0	0	0
0	0	0	0	2	1
0	0	1	0	0	0
1	0	3	0	0	0
1	0	2	0	0	0
1	0	0	0	2	0
2	0	2	0	1	0
1	0	0	0	1	0
0	0	1	0	0	0
0	0	0	0	1	0
2	0	0	0	2	0
20	2	18	1	15	2

【International relations】

JDS2009 (9th batch)		JDS2008 (8th batch)		JDS2007 (7th batch)	
Valid Applicants	Participants	Valid Applicants	Participants	Valid Applicants	Participants
1	0	0	0	0	0
1	0	1	0	3	1
0	0	0	0	1	0
0	0	0	0	0	0
1	0	0	0	0	0
0	0	1	0	4	0
1	0	0	0	0	0
0	0	1	0	0	0
0	0	0	0	2	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	1	0	0	0
0	0	0	0	0	0
32	2	62	4	69	3
36	2	66	4	79	4



Table 1 The valid applicants and participants in the target (nominate) organizations

## 【Improving of Social and Economic Infrastructure:Target (nominate) organization (5 ministries)】

Target (Nominate) Organization	JDS2010 (1st batch under New System)			
	Valid Applicants	%	Participants (Expected)	%
Office of the Council of Ministers				
Ministry of Education, Youth and Sport				
Ministry of Public Works and Transport	3	25%	1	33%
Ministry of Industry Mines and Energy				
National Information Communications Technology Development Authority (NiDA)				
Ministry of Information	1	8%	0	0%
Ministry of Rural Development				
Ministry of Land Management, Urban Planning & Construction				
Ministry of Interior				
Ministry of Health				
Ministry of Post and Telecommunication				
Ministry of Labor and Vocational Training	1	8%	1	33%
Other (Private sector)	7	58%	1	33%
Total	12	100%	3	100%

## 【Promotion of Economy and Industry Development:Target (nominate) organization (5 ministries)】

Target (Nominate) Organization	JDS2010 (1st batch under New System)			
	Valid Applicants	%	Participants (Expected)	%
National Audit authority				
Office of the Council of Ministers				
Ministry of Education, Youth and Sport				
Ministry of Economy and Finance	1	5%	1	33%
Ministry of Industry Mines and Energy	4	18%	2	67%
National Bank of Cambodia	1	5%	0	0%
Ministry of Commerce	1	5%	0	0%
Ministry of Women Affairs				
Other (Private sector)	15	68%	0	0%
Total	22	100%	3	100%

## 【Agriculture and Rural Development:Target (nominate) organization (4 ministries)】

Target (Nominate) Organization	JDS2010 (1st batch under New System)			
	Valid Applicants	%	Participants (Expected)	%
Ministry of Environment				
Ministry of Tourism				
Ministry of Education, Youth and Sport				
Ministry of Women Affairs				
Ministry of Rural Development				
Ministry of Agriculture Forestry and Fisheries	3	27%	1	33%
Ministry of Water Resources and Meteorology				
Other (Private sector)	8	73%	2	67%
Total	11	100%	3	100%

## 【Improvement of the Quality of Basic Health Care Service:Target (nominate) organization (1 ministry and provincial health office)】

Target (Nominate) Organization	JDS2010 (1st batch under New System)			
	Valid Applicants	%	Participants (Expected)	%
Ministry of National Defense				
Ministry of Interior				
Ministry of Health	2	50%	1	50%
Provincial Health Office				
Other (Private sector)	2	50%	1	50%
Total	4	100%	2	100%

## 【Support for the Education Sector:Target (nominate) organization (1 ministry)】

Target (Nominate) Organization	JDS2010 (1st batch under New System)			
	Valid Applicants	%	Participants (Expected)	%
Ministry of Education, Youth and Sport	11	69%	3	100%
Office of the Council of Ministers	1	6%	0	0%
Ministry of Parliamentary Affairs and Inspection				
Senate				
Ministry of Religions and Cults				
Ministry of Labor and Vocational Training				
Other (Private sector)	4	25%	0	0%
Total	16	100%	3	100%

## 【Infrastructural Management/ ICT】

JDS2009 (9th batch)		JDS2008 (8th batch)		JDS2007 (7th batch)	
Valid Applicants	Participants	Valid Applicants	Participants	Valid Applicants	Participants
0	0	1	1	0	0
1	0	1	0	0	0
0	0	0	0	1	0
0	0	0	0	1	1
0	0	0	0	0	0
1	0	1	0	0	0
0	0	1	0	0	0
0	0	0	0	1	0
1	0	1	0	0	0
0	0	1	1	0	0
0	0	1	0	0	0
0	0	1	0	0	0
27	5	50	2	47	4
30	5	58	4	50	5

## 【Economics】

JDS2009 (9th batch)		JDS2008 (8th batch)		JDS2007 (7th batch)	
Valid Applicants	Participants	Valid Applicants	Participants	Valid Applicants	Participants
0	0	1	0	2	0
0	0	0	0	1	0
0	0	0	0	0	0
0	0	0	0	1	1
1	1	2	0	2	0
1	0	0	0	0	0
0	0	1	0	0	0
55	2	53	4	63	4
57	3	57	4	69	5

## 【Agriculture/Rural development】

JDS2009 (9th batch)		JDS2008 (8th batch)		JDS2007 (7th batch)	
Valid Applicants	Participants	Valid Applicants	Participants	Valid Applicants	Participants
1	0	0	0	2	1
1	0	0	0	0	0
0	0	1	1	0	0
0	0	0	0	1	0
1	0	1	0	2	0
39	3	23	2	19	2
42	3	25	3	24	3

## 【Health administration】

JDS2009 (9th batch)		JDS2008 (8th batch)		JDS2007 (7th batch)	
Valid Applicants	Participants	Valid Applicants	Participants	Valid Applicants	Participants
1	0	0	0	0	0
0	0	0	0	1	0
1	0	2	1	3	0
3	3	7	1	6	2
5	3	9	2	10	2

## 【Education management】

JDS2009 (9th batch)		JDS2008 (8th batch)		JDS2007 (7th batch)	
Valid Applicants	Participants	Valid Applicants	Participants	Valid Applicants	Participants
35	3	25	3	19	2
0	0	0	0	0	0
0	0	1	0	0	0
2	0	0	0	0	0
0	0	1	0	0	0
0	0	1	0	0	0
0	0	0	0	0	0
37	3	28	3	19	2

## 2. Accepting universities' examination of application documents and the results

Among the submitted application documents, 102 of those satisfying requirements were sent to each accepting university, where the faculty members examined the received documents (September 29 to October 7). Conducting the English and mathematics competence tests during the examination period (on October 3), the results of the examination were obtained from 8 accepting universities as of October 8. The results of the English and mathematics tests were provided to universities as the reference material for the technical interview for the second selection due to the time of revealing the English test results.

Each examination and selection was conducted as follows:

### (1) Basic Check

Checking the qualification requirements set at the time of application, necessary documents, false descriptions in the application documents, etc as the preliminary step of the document examination between September 15 and 24, any unclear points were asked to the applicants or the organization he/she belongs to in some cases. As a result, 102 application documents passed the Basic Check (see table 2)(the main reason for the failed applications (3 applications) was flawed documents). The results were notified to the applicants on September 25 when the application documents were sent to the prospective accepting universities through the JICE main office.

### (2) English and mathematics tests

On October 3, English and mathematics tests were conducted to check the basic academic abilities of the 102 applicants who passed the basic check. These applicants were asked to sit the ITP-TOEFL examination to check the international level of their English competence. The questions used to check their mathematical competence were previously prepared by the university which has accepted participants of the economics and management fields in the previous JDS project in order to check the mathematical competence satisfying the level of a Master's degree.

Neither tests set the minimum requirement for passing, but the results of all examinees were provided to each accepting university as the reference material for the technical interview.

### (3) Examination of the application documents

The evaluation elements included: (i) Academic record (25 points), (ii) How to use the knowledge after returning to the country (20 points), (iii) Research plan (25 points), (iv) Recommendation (10 points) and (v) Matching between the research plan and the subprogram/component identified by candidate (20 points), which made the total of 100 points for evaluation. Judgment of acceptance did not set any minimum requirement based on the score, but each accepting university ranked the applicants to let up to three times as many applicants as the prospective participants pass the examination of the application documents. In Cambodia, however, the Operating Committee has agreed to accept up to five applicants who are not public servants, equivalent to the number of the applicants to be finally accepted. Similarly in the examination of the application documents, the Committee has agreed to select up to 15 applicants from those not public servant, three times as many as the maximum acceptable number of five.

The examination of the application documents by component revealed that 25 non-public servant applicants exceeding the limit of 15 should pass the examination. Therefore, rejecting eight applicants with the lower score out of those 25, two applicants were rejected despite being evaluated by the university as the high scorers in terms of the component “Legal and Judicial Development”. As a result, two applicants passed the examination of the application documents in this particular component, falling below the maximum acceptable number of prospective participants of three. The JICA Cambodia Office considered the matter and determined that respecting the judgment by accepting universities, the applicants within the rank equivalent to the acceptable number of participants (e.g. top three applicants in case three participants are to be accepted) should pass the examination of the application documents whether or not they were public servants. This resulted in 63 applicants (consisting of 44 public servants and 19 engaging in other occupations) passing the examination. How the results of the English and mathematics tests should be handled was left up to each university as the academic abilities or the significance of English and mathematical competences required after admission varied by universities.

As a result, 63 applicants passed the examination of the application documents in 2 sub-programs / 8 components.

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

Subsequently, the technical interviews by faculty members as well as the discussions between the managing organization, target (nominate) organizations’ officials and the faculty members were conducted between October 18 and 22.

Date		Schedule
Oct 18	Sun	Arrival
Oct 19	Mon	Briefing orientation
		Discussion with the organization (Ministry of Education, Youth and Sport)
		Courtesy visit to JICA Cambodia Office ※ The courtesy visit by Hiroshima University should be replaced by the discussion with the target (nominate) organization: the Ministry of Education, Youth and Sport due to the scheduling conflict 【Hiroshima University】
		Discussion with the target (nominate) organizations: the Ministry of Health 【Waseda University】
Oct 20	Tue	Discussion with the target (nominate) organizations: the Ministry of Justice, the Ministry of Interior and the Council for Legal and Judicial Reform 【Nagoya University (Graduate School of Law)】
		Discussion with the target (nominate) organizations: the Ministry of Economy and Finance and the Ministry of Industry, Mines and Energy

		【Nagoya University (Graduate School of International Development) and International University of Japan】
		Discussion with the target (nominate) organization: the Ministry of Public Works and Transport 【Hiroshima University】
		Discussion with the target (nominate) organization: the Ministry of Commerce 【Nagoya University (Graduate School of International Development) and International University of Japan】
		Discussion with the target (nominate) organization: Royal University of Agriculture 【Kyushu University】
Oct 21	Wed	Discussion in the Operating Committee
		Technical interviews
Oct 22	Thu	Discussion with the target (nominate) organization: the Ministry of Foreign Affairs and International Cooperation 【University of Tsukuba】
		Technical interviews
		Departure

The Evaluation Elements included: (i) Academic Background and Learning Ability (50 points), (ii) Capacity to achieve the study in Japan (30points) and (iii) Possibility of Contributing to Candidate's Country with Learned Knowledge (20 points), which made the total of 100 points for evaluation. Judgment of acceptance was made with three phases where “◎” stands for Highly acceptable, “○” for Acceptable and “×” for Unacceptable. Without setting any minimum requirement based on the score, each accepting university ranked the applicants to let up to twice as many applicants as the prospective participants pass the technical interviews among the candidates recognized as ◎ or ○. Similar to the examination of the application documents, the technical interviews shall select up to 10 applicants from those not public servant, twice as many as the maximum acceptable number. The universities selected 14 applicants who were not public servants through the technical interviews, therefore rejecting four applicants with the lowest scores. As a result, it was revealed that 36 applicants (consisting of 26 public servants and 10 engaging in other occupations) out of 63 eligible for the interviews (consisting of 44 public servants and 19 engaging in other occupations) passed the technical interviews.

However, checking the number of examinees of the third selection (comprehensive interviews) as well as the number of public servants as applicants, it was revealed from the perspective of assuring the final acceptable number (24 participants consisting of 19 or more public servants and five or less who are not public servants) that the three components share the same number between the acceptable participants and applicants, therefore leaving no choice, and that all public servants as applicants would need to pass the selection. In response to such situations, the Embassy of Japan in Cambodia requested coordination to increase the number of the second selection passers in order to achieve fair and equal selections rather than making spontaneous judgment in the third selection (comprehensive interviews). As measures against this situation, some ideas were considered; For instance, to

increase the number of passer of the technical interviews by negotiating with the University sides, or to replace some candidates who belong to organizations supporting the government sectors to a category of public servant. However, due to difficulties to create an agreement on those ideas among the member of the operating committee and to carry out those ideas in terms of time and administrative procedures, as a result, without any measures, the 36 candidates selected in the technical interview had proceeded to the final selection (comprehensive interviews).

#### 4. Operating Committee's comprehensive interviews and the results

Prior to the comprehensive interviews, the medical check was conducted to the examinees of the technical interviews between October 14 and 21. No health problem that may affect studying overseas was found from 36 examinees excluding three.

The Operating Committee conducted the interview on November 12 with the candidates who had passed the technical interviews by faculty members as well as the medical check. The Evaluation Elements included: (i) Possibility of Contributing to Candidate's Country with Learned Knowledge (40 points), (ii) Ability to utilize one's outcome in the long term (30 points), and (iii) Capacity to achieve the study in Japan (30 points), which made the total of 100 points for evaluation. For judgment of acceptance, the applicants of each accepting university were ranked to select the final candidates as many as the acceptable number of participants in each university.

As a result of the comprehensive interviews, it was revealed that the candidates in public sector comparatively had more competitiveness than the candidates engaged in other occupations. Therefore, all public servants were successfully selected in the comprehensive interviews so that the 24 final seats were fulfilled by 19 public servants and 5 engaged in other occupations. However, although 1 reserved candidate is originally set for each component, only 6 reserved were resulted in being set for the 6 components each except for the other 2 components related to "Infrastructure management" and "Agriculture and rural development" because the interviewee and final acceptable seat were the same in number.

Following the comprehensive interviews as the final selection, 2<sup>nd</sup> meeting of the operating committee was held on 18<sup>th</sup> November, the 24 final candidates and 6 reserved were approved by the operating committee.

The table 2 shows the results of the selection of the first batch (by sub-program), which tells the problematic situation that the successful candidates were selected under not high competition due to the insufficient number of the application. The competition in the component "Legal and Judicial development" and "Improvement of the Quality of Basic Health Care Service" were remarkable low. It is necessary to increase the number of the application for improvement of the quality of candidates and implementing fair competition. The operating committee has pointed out that one of the causes of this problematic situations were the appropriateness of the target (nominate) organization. As table 1 shows the ministries which have sent few applicants for last 3 years, the priority measure taken against this situation is reexamination of the appropriate target (nominate) organization. After appointment of the appropriate target (nominate) organizations, it is necessary to encourage the said organizations to submit an application individually.

Table 2: Results of the selection of the first batch (by sub-program)

Subprogram	Component	University	Graduate School	No. of applicants		No. of valid applicants		No. of applicants passing the examination of the application documents (*1)		No. of applicants passing the technical interviews (*2)		No. of applicants passing the comprehensive interviews		No. of applicants passing the final selection		Acceptable No. of participants
				Gov	Private	Gov	Private	Gov	Private	Gov	Private	Gov	Private	Gov	Private	
1. Realization of Sustainable Economic Growth and a Stable Society	Promoting Good Governance (Legal and judicial development)	Nagoya University	Graduate School of Law	3	2	2	3	2	2	2	2	2	1	2	1	3
	Promoting Good Governance (Improving local and central administrative functions)	International University of Japan	Graduate School of International Relations	14	0	13	0	12	0	8	0	4	0	4	0	4
	Promoting Good Governance (Developing closer relationship between Asian countries)	University of Tsukuba	Graduate School of Humanities and Social Sciences	7	12	8	11	4	5	3	1	3	0	3	0	3
	Improving of Social and Economic Infrastructure	Hiroshima University	Graduate School of International Development and Cooperation	5	9	4	8	4	4	2	1	2	1	2	1	3
	Promotion of Economy and Industry Development	Nagoya University	Graduate School of International Development	7	15	7	15	7	2	3	2	3	0	3	0	3
2. Support for the Society Vulnerable	Agriculture and Rural Development	Kyushu University	Graduate School of Bioresource and Bioenvironmental Sciences	3	8	3	8	3	4	1	2	1	2	1	2	3
	Improvement of the Quality of Basic Health Care Service	Waseda University	Graduate School of Asia-Pacific Studies	2	2	2	2	2	2	1	2	1	1	1	1	2
	Support for the Education Sector	Hiroshima University	Graduate School of International Development and Cooperation	16	0	16	0	10	0	6	0	3	0	3	0	3
Total				57	48	55	47	44	19	26	10	19	5	19	5	24
				105		102		63		36 (*3)		24		24		24

(\*1) Up to three times as many as the acceptable number of participants

(\*2) Up to twice as many as the acceptable number of participants

(\*3) The final number of successful candidates is under consideration on site

**Issues by the Target Organizations, Themes Expecting to the JDS, Number of Staff**

Target(Nominate) Organization	Development issues	Expected research topic	Number of permanent staff	Number of permanent staff working in Phnom Penh	Number of Permanent staff under 35 years old
1 Ministry of Foreign Affairs and International Cooperation	<ul style="list-style-type: none"> <li>• Represent Cambodia in bilateral and multilateral negotiations with other countries.</li> <li>• Serve as the diplomatic channel of communication with foreign countries and international organizations.</li> <li>• Strengthen and develop friendly relationship and good cooperation between Cambodia and foreign countries as well as international institutions.</li> <li>• Represent, promote and protect the political, security and economic interests of the nation and well as the legitimate interests of every individual Cambodian citizen.</li> <li>• Promote respect for Cambodia's sovereignty and territorial integrity.</li> <li>• Promote Cambodia's stature on the international arena.</li> <li>• Analyze international and regional issues and provide foreign policy advice to the Royal Government.</li> </ul>	<ul style="list-style-type: none"> <li>• International Laws and International Negotiations</li> <li>• International Relations</li> <li>• Economic Integration</li> <li>• English, French and other Foreign Languages Translators</li> <li>• Border (Maritime and Air skill)</li> </ul>	631	472	131
2 Office of the Council of Ministers	N/A	N/A	N/A	N/A	N/A
3 Ministry of Environment	N/A	<ul style="list-style-type: none"> <li>• Environmental assessment</li> <li>• Environmental Management</li> <li>• Environmental Education</li> <li>• Environmental Economy</li> <li>• Biology/ Pollution control</li> </ul>	1,350	560	N/A
4 Ministry of Tourism	N/A	<ul style="list-style-type: none"> <li>• Tourism</li> <li>• English Language/ Japanese Language</li> <li>• IT skill/ HRD</li> </ul>	982	599	383
5 The Council for the Development of Cambodia(CDC)	<ul style="list-style-type: none"> <li>• Serve as the National Aid Coordination Focal Point</li> <li>• Portfolio review with Development Partners</li> <li>• Country Assistance Strategy Review with DPs.</li> <li>• Promote cooperative work with concerned ministries/agencies and DPs</li> <li>• Partnership with NGOs</li> <li>• Strengthening National Aid Coordination Mechanism</li> <li>• GDCC and P&amp;H TWG Support</li> <li>• Paris Declaration Monitoring</li> <li>• Widen NGOs database</li> <li>• Widen ODA Database (and support other RCC's Systems)</li> <li>• Promoting Alignment of ODA with NSDP Priorities</li> <li>• Review the progress on Harmonization Alignment and Result Action Plan (H-A-R Action Plan), Paris Declaration on Aid Effectiveness and Accra Agenda for Action (AAA) and JMI's</li> <li>• Complete form of Public Investment Program (PIP) as requested by Ministry of Planning</li> <li>• Harmonizing Aid Delivery Modalities</li> </ul>	<ul style="list-style-type: none"> <li>• Evolution of aid mobilization and management in Cambodia (1991-present)</li> <li>• Aid effectiveness enhancement in Cambodia</li> <li>• Partnership and Development cooperation management in Cambodia</li> <li>• Cambodia's Aid coordination mechanism</li> <li>• Political view and reason of Development Partners provide Aid to Cambodia</li> <li>• Link of Program Based Approach and aid effectiveness</li> </ul>	55	N/A	41

	Target(Nominate) Organization	Development issues	Expected research topic	Number of permanent staff	Number of permanent staff working in Phnom Penh	Number of Permanent staff under 35 years old
6	Ministry of Education Youth and Sports	<ul style="list-style-type: none"> <li>• To produced the Human Resource Development Policy (need Technical Assistance), National Human Resource Training Center, Vocational Training and Research and Development Program</li> <li>• Needed more Master and Doctors in term of Education field</li> </ul>	<ul style="list-style-type: none"> <li>• English language</li> <li>• Research paper</li> <li>• Doing research</li> </ul>	105.843	12.691	N/A
7	Ministry of Planning	N/A	N/A	700	N/A	N/A
8	Ministry of Economy and Finance	<p>Improving HR management including capacity building and HR policy and planning</p> <p>Implement the Public Financial Management Reform Program as defined in the consolidated Plan stage 2</p>	<ul style="list-style-type: none"> <li>• Public Finance Management</li> <li>• Leadership and management skills</li> <li>• IT based management</li> <li>• Public Policy</li> <li>• Public Finance</li> <li>• Public Accounting</li> <li>• IT</li> <li>• Public Auditing</li> <li>• Economic Analysis skill</li> <li>• basic Accounting and Finance</li> </ul>	5.000	N/A	N/A
9	Ministry of Industry Mines and Energy	<ul style="list-style-type: none"> <li>• Human resource management</li> <li>• Technology management, IT development policy</li> </ul>	<ul style="list-style-type: none"> <li>• Mineralogy</li> <li>• Geology</li> <li>• Chemistry</li> </ul>	1.518	615	210
10	Ministry of Public Works and Transport	N/A	<ul style="list-style-type: none"> <li>• Infrastructural Management</li> <li>• Transportation Management</li> </ul>	N/A	N/A	N/A
11	Secretariat of Public Service	N/A	N/A	N/A	N/A	N/A
12	Ministry of Land Management, Urban Planning & Construction	<ul style="list-style-type: none"> <li>• Produce Title Certificate on private and state land,</li> <li>• surveying and mapping</li> <li>• Establish cadastral index map, aerial photography, orthophoto</li> <li>• Land data administration</li> <li>• Land use planning in rural and urban areas</li> <li>• District development strategic</li> <li>• Urban development plan and Zoning</li> <li>• Land use planning in specific areas such as cultural heritage sites, conservation areas, special economic zone....</li> <li>• Provide permission for building construction</li> <li>• Licensing for private construction company</li> <li>• Administering all building construction, construction material testing, quality control, designing.</li> </ul> <p>Develop policy and regulations and coordination regarding to the above technical aspect. General Department of Administration</p> <ul style="list-style-type: none"> <li>• Coordination of development policies and regulations</li> <li>• Administering and coordination inside ministry and other ministry.</li> </ul>	<ul style="list-style-type: none"> <li>• Slum resettlement</li> <li>• Urban Land Use Plan VS best practice</li> <li>• Land Market and Micro Finance</li> <li>• Modern architecture vs. Khmer architecture</li> </ul>	2.424	666	745
13	Ministry of Parliamentary Affairs and Inspection	<ul style="list-style-type: none"> <li>• Inspect the national budget's income-expense of all government' organizations</li> <li>• Follow up Law implementation</li> <li>• Follow up the implementation of all government's decision related to inspection activities.</li> <li>• Educate and disseminate Laws to the mass through out the country.</li> <li>• Improvement of Public Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Law</li> <li>• Inspection and strategies response to corruption</li> <li>• Public Administration or Public Administration reform</li> </ul>	532	312	10



	Target(Nominate) Organization	Development issues	Expected research topic	Number of permanent staff	Number of permanent staff working in Phnom Penh	Number of Permanent staff under 35 years old
14	National Information Communications Technology Development Authority (NIDA)	<ul style="list-style-type: none"> <li>Improving IT technology and its management skill</li> </ul>	<ul style="list-style-type: none"> <li>Information Technology Engineering course</li> <li>Information Communication Technology (ICT) Policy</li> </ul>	180	N/A	N/A
15	Ministry of Justice	N/A	N/A	1,200	N/A	N/A
16	Ministry of Social Affairs Veteran and Youth Rehabilitation	No answer to the questionnaire nor no applicants for 1st batch, thus reconsideration of appointment of this organization for 2nd batch might be necessary.				
17	Ministry of Religions and Cults	No answer to the questionnaire nor no applicants for 1st batch, thus reconsideration of appointment of this organization for 2nd batch might be necessary.				
18	Ministry of Commerce	<ul style="list-style-type: none"> <li>Finding international market for Products of Cambodia for stable economic activity.</li> </ul>	<ul style="list-style-type: none"> <li>Trade Promotion</li> <li>Market Research/Development</li> <li>Intellectual trade &amp; Administration</li> <li>Commercial legislation</li> <li>Customer protection management /maintain good quality</li> </ul>	2,888	1,158	N/A
19	Ministry of Information	N/A	<ul style="list-style-type: none"> <li>ICT</li> <li>Empowerment Journalism</li> <li>Marketing Research</li> <li>Computer Networking</li> <li>Telecommunication/ Transmission</li> <li>Broadcasting commentary production</li> <li>Broadcasting Management</li> <li>Satellite Networking</li> <li>Copy right (Intellectual property)</li> <li>HRD</li> </ul>	more than 300	N/A	N/A
20	Ministry of Women Affairs	<ul style="list-style-type: none"> <li>The changing of the social attitudes and behavior regarding gender equality is a long term process that need strong commitment and support.</li> <li>The coordination and communication with other line ministries and institutions for the effective implementation of gender mainstreaming strategies and policies are still limited.</li> <li>Ministry staffs need capacity building related to gender analysis, advocacy skills, facilitation skills, English language and report writing.</li> </ul>	<ul style="list-style-type: none"> <li>gender analysis</li> <li>facilitation skills</li> <li>advocacy skills</li> <li>National study on rape, including issues related to stigmatization, difficulties faced, and reintegration into mainstream society.</li> <li>Research on young people's attitudes, including use of pornography and its impact on sexual attitudes and behavior.</li> </ul>	910	262	102
21	Ministry of Rural Development	<ul style="list-style-type: none"> <li>Coordination with the line government agencies, donors and NGOs are not smooth.</li> <li>Capacity of staff. About less than 5 per cent who have enough capacity in terms of tackling the issues.</li> </ul>	N/A	2,069	635	N/A
22	Ministry of Interior	<ul style="list-style-type: none"> <li>Decentralization</li> <li>Deconcentration</li> </ul>	<ul style="list-style-type: none"> <li>Public Management/Public Administration</li> <li>Public policy</li> <li>Sub-national Administration Management Training at local self-governing body</li> </ul>	12,244	2,303	N/A
23	Ministry of Agriculture Forestry and Fisheries	N/A	<ul style="list-style-type: none"> <li>Human Resource Management Information System (HRMIS).</li> </ul>	7,552	4,531	1,413

	Target(Nominate) Organization	Development issues	Expected research topic	Number of permanent staff	Number of permanent staff working in Phnom Penh	Number of Permanent staff under 35 years old
24	Municipality of Phnom Penh	No answer to the questionnaire nor no applicants for 1st batch, thus reconsideration of appointment of this organization for 2nd batch might be necessary.	N/A	20	N/A	N/A
25	Ministry of Culture and Fine Arts	No answer to the questionnaire nor no applicants for 1st batch, thus reconsideration of appointment of this organization for 2nd batch might be necessary.	N/A	21,631 (including contract staff)	4,745 (including contract staff)	N/A
26	Council of Legal and Judicial Reform	N/A	<ul style="list-style-type: none"> <li>• Tropical Medicine</li> <li>• Primary Health Care</li> <li>• Public Health</li> <li>• Health Social Science International</li> <li>• Science in Health Economic</li> </ul>	N/A	N/A	N/A
27	Ministry of Health	N/A	<ul style="list-style-type: none"> <li>• Civil Aviation management</li> <li>• HRD/HRM</li> <li>• Security management in civil aviation</li> <li>• Pilot training</li> <li>• General ICT</li> <li>• Telecommunication</li> <li>• Postal Management</li> <li>• Telecom Policy</li> <li>• Business Management</li> <li>• HRD</li> <li>• Management of Postal Law/ Public Administration</li> </ul>	N/A	N/A	N/A
28	Ministry of Water Resources and Meteorology	N/A	<ul style="list-style-type: none"> <li>• Civil Aviation management</li> <li>• HRD/HRM</li> <li>• Security management in civil aviation</li> <li>• Pilot training</li> <li>• General ICT</li> <li>• Telecommunication</li> <li>• Postal Management</li> <li>• Telecom Policy</li> <li>• Business Management</li> <li>• HRD</li> <li>• Management of Postal Law/ Public Administration</li> </ul>	N/A	N/A	N/A
29	Secretariat of Civil Aviation	<ul style="list-style-type: none"> <li>• Human resource development for Civil Aviation Management</li> </ul>	<ul style="list-style-type: none"> <li>• Civil Aviation management</li> <li>• HRD/HRM</li> <li>• Security management in civil aviation</li> <li>• Pilot training</li> <li>• General ICT</li> <li>• Telecommunication</li> <li>• Postal Management</li> <li>• Telecom Policy</li> <li>• Business Management</li> <li>• HRD</li> <li>• Management of Postal Law/ Public Administration</li> </ul>	552	462	153
30	Ministry of Post and Telecommunication	N/A	<ul style="list-style-type: none"> <li>• General ICT</li> <li>• Telecommunication</li> <li>• Postal Management</li> <li>• Telecom Policy</li> <li>• Business Management</li> <li>• HRD</li> <li>• Management of Postal Law/ Public Administration</li> </ul>	1,270	672	N/A
31	Ministry of Labor and Vocational Training	<ul style="list-style-type: none"> <li>• To eliminate the poverty of Cambodian people</li> <li>• To provide human resource development to youth</li> <li>• To find jobs for the people of Cambodia</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Management</li> <li>• Property Rights of SMEs</li> <li>• Integrated Quality Management System of Enhanced Performance and Productivity</li> <li>• The Quest for World Class Quality</li> <li>• Public Administration</li> </ul>	more than 158	more than 88	more than 194
	National Bank of Cambodia	<ul style="list-style-type: none"> <li>• Adequate Liquidity &amp; safe system</li> <li>• Price stability</li> <li>• Monetary Survey / Investigate monetary situation / Balance between money demand and money supply / Manage and control capital flows</li> <li>• Stable Exchange Rate</li> <li>• Investigate evolution of Exchange rate in out side Cambodia. / Understand and study on Security services / Foreign exchange intervention</li> <li>• Safe and Sound Banking System</li> <li>• Strictly regulate and supervise banking activities</li> <li>• Effective Payment System</li> <li>• facilitate payment system through cheque clearing and electronic clearing</li> <li>• HR Development</li> <li>• Training / Developing / Maintaining staff</li> </ul>	<ul style="list-style-type: none"> <li>• MBA</li> <li>• Economics</li> <li>• Auditing</li> <li>• Risk Management</li> <li>• Internal Control</li> <li>• Management, Leadership</li> </ul>	1,254	855	207

## Questionnaire for Evaluation (to be implemented right after arrival to Japan)

This questionnaire is conducted three times in Japan (upon your arrival in Japan, a year after your enrollment, and upon graduation), and once after your return to your home country. The purpose of the questionnaires is to regularly evaluate the knowledge, skills and abilities JDS Fellows acquire through their studies in Japan in order to help ensure that JDS Fellows are able to solve development issues of their respective countries. The results of the questionnaires are used solely to improve the JDS project.

The information collected through these questionnaires is not used for any other purposes than this research, and no personal information is ever disclosed to any outside parties.

### 1 Profile information on JDS Fellow

Date (year/month/day)  /  /  JDS No.

Name      Family name      First name      Middle name  
 /  /

Sex      ☐ 1 Male      ☐ 2 Female      Age       Nationality

University

Faculty

Thesis title

Title of Master's degree

Duration of stay in Japan (year/month) From  /  To  /

Last degree received before coming to Japan    ☐ 1 Bachelor    ☐ 2 Master    ☐ 3 Doctor

Sector working in before coming to Japan

☐ 1 government    ☐ 2 non-government    ☐ 3 private    ☐ 4 semi-government    ☐ 5 parastatal

Workplace, department and job title before coming to Japan

Type of job responsibility

Please check the closest responsibility of your job (multiple answers may be chosen)

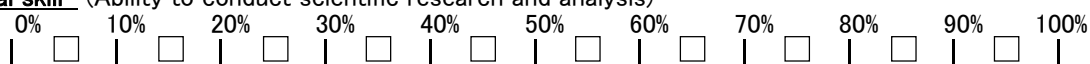
- ☐ 1. Management    ☐ 2. Administration    ☐ 3. Accounting    ☐ 4. Personnel    ☐ 5. Planning  
☐ 6. Overseas    ☐ 7. Purchasing    ☐ 8. Business Operation    ☐ 9. Sales    ☐ 10. Engineering  
☐ 11. Production    ☐ 12. Research    ☐ 13. Field Operations    ☐ 14. Public Relations  
☐ 15. Marketing    ☐ 16. SE    ☐ 17. Legal Affairs    ☐ 18. Financial Affairs    ☐ 19. Training

## 2 Questions to evaluate skill improvement of JDS Fellows

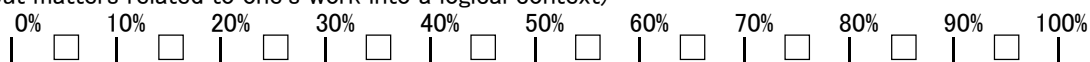
What percent would you give yourself for the following skills/abilities/attitude if the skill/ability/attitude-level required by your office is 100%?

## 2-1 Technical skills, thinking abilities

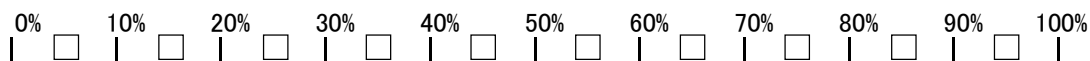
- 1 **Scientific research/analytical skill** (Ability to conduct scientific research and analysis)



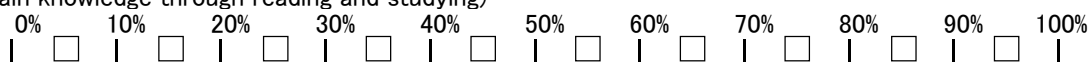
- 2 Logical thinking** (Ability to put matters related to one's work into a logical context)



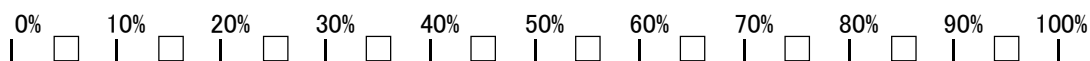
- 3 **Information collection/processing skill** (Ability to catch and process useful information related to one's work through one's experiences or daily life)



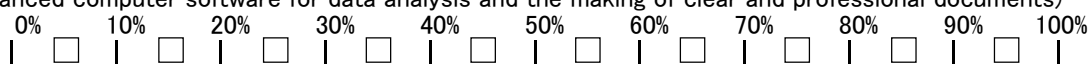
- #### 4 Learning ability (Ability to gain knowledge through reading and studying)



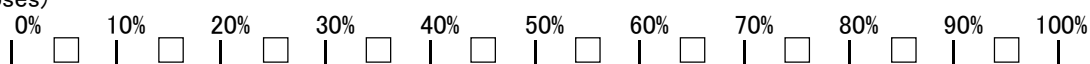
- 5 **Problem-solving skill** (Ability to find out the gist of problems and develop and evaluate solutions to solve problems flexibly and smoothly)



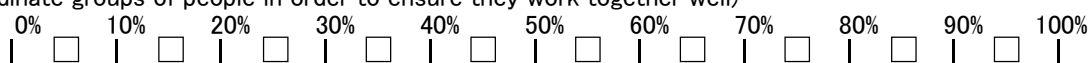
- 6 IT skill** (Ability to utilize advanced computer software for data analysis and the making of clear and professional documents)



- 7 **Communication skill** (Ability to communicate one's thoughts and information through speaking, writing, making presentations and so on for professional purposes)



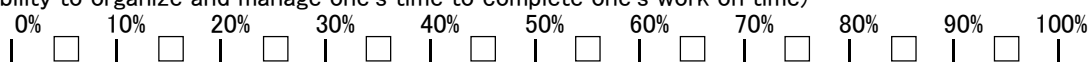
- 8 **Negotiation/coordination skill** (Ability to discuss issues and problems with multiple groups and to reach agreements  
Ability to organize and coordinate groups of people in order to ensure they work together well)



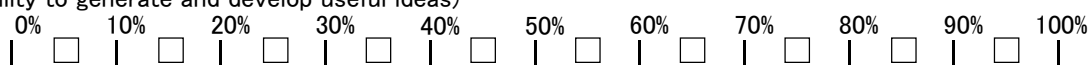
- 9 **Decision-making skill** (Ability to make prompt and precise judgments and to make decisions by one's own responsibility for the benefit of one's workplace and to avoid unnecessary risk)



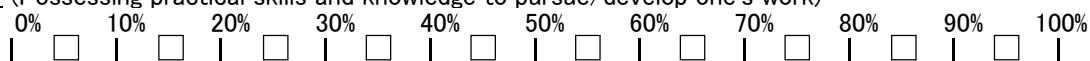
- 10 **Time-management skill** (Ability to organize and manage one's time to complete one's work on time)



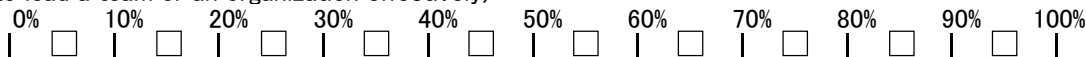
- 11 **Idea generating ability** (Ability to generate and develop useful ideas)



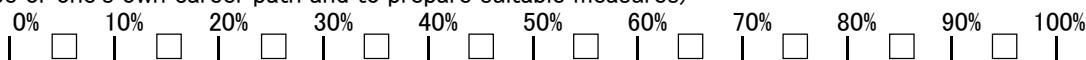
- 12 Practical job-related skills** (Possessing practical skills and knowledge to pursue/develop one's work)



13 **Leadership ability** (Ability to lead a team or an organization effectively)



14 **Long-term prospects** (Ability to understand and analyze "business" signs from a long-term perspective to imagine possible contributions to one's office or one's own career path and to prepare suitable measures)



## 2-2 Quality

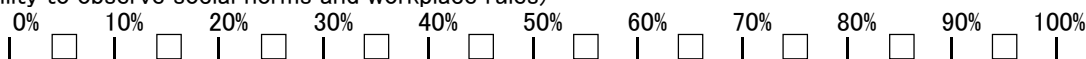
15 **Well-rounded education** (Possessing suitable knowledge and experience for understanding and dealing with difficult or complex subjects)



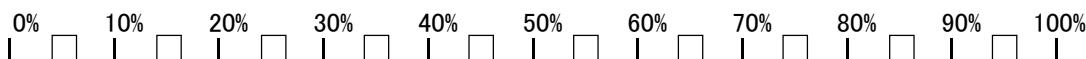
16 **Ethical sense** (Possessing morals, rules, and principles for behavior)



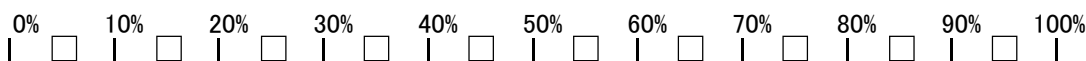
17 **Sense of discipline** (Capability to observe social norms and workplace rules)



18 **Sense of responsibility** (Possessing a sense of responsibility to complete one's work on time and a commitment to one's own words and actions)



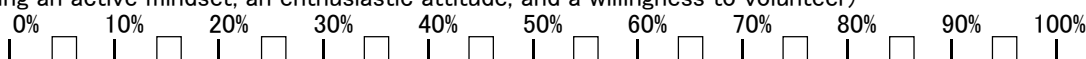
19 **Confidence in tackling work** (Capability to tackle work positively and aggressively in accordance with one's job performance and experience)



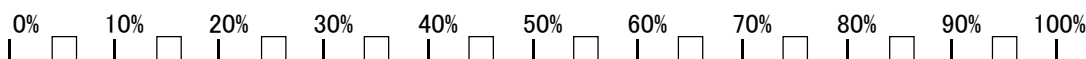
20 **Challenging spirit** (Possessing the spirit or attitude to venture positively into a new area of one's profession or interest and to achieve subsequent results)



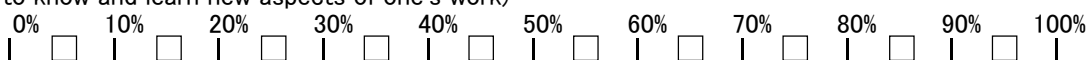
21 **Positive attitude** (Possessing an active mindset, an enthusiastic attitude, and a willingness to volunteer)



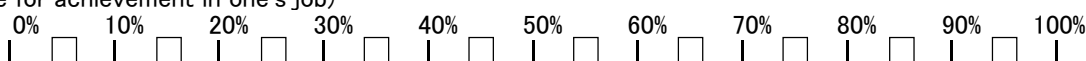
22 **Desire to achieve goals** (Desire to achieve work- and career-related goals by willingness to attempt and utilize various methods)



23 **Sense of curiosity** (Desire to know and learn new aspects of one's work)



24 **Sense of aspiration** (Desire for achievement in one's job)



## 2-3 Additional questions

25 (If on a ten-stage level of ability, your office requires a level-five ability, what ability level do you think is required for achieving your academic/research goals?)

└─ level required by the office ─┘



26 What skills and abilities among the following do you think are valuable for your work?

Score each skill from 0 to 3, the score 3 indicating the most valuable.

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | 1. Scientific research/analytical skill    |
| <input type="checkbox"/> | 2. Logical thinking                        |
| <input type="checkbox"/> | 3. Information collection/processing skill |
| <input type="checkbox"/> | 4. Learning ability                        |
| <input type="checkbox"/> | 5. Problem-solving skill                   |
| <input type="checkbox"/> | 6. IT skill                                |
| <input type="checkbox"/> | 7. Communication skill                     |
| <input type="checkbox"/> | 8. Negotiation/coordination skill          |
| <input type="checkbox"/> | 9. Decision-making skill                   |
| <input type="checkbox"/> | 10. Time-management skill                  |
| <input type="checkbox"/> | 11. Idea generating ability                |
| <input type="checkbox"/> | 12. Practical job-related skills           |
| <input type="checkbox"/> | 13. Leadership ability                     |
| <input type="checkbox"/> | 14. Long-term prospects                    |
| <input type="checkbox"/> | 15. Well-rounded education                 |
| <input type="checkbox"/> | 16. Ethical sense                          |
| <input type="checkbox"/> | 17. Sense of discipline                    |
| <input type="checkbox"/> | 18. Sense of responsibility                |
| <input type="checkbox"/> | 19. Confidence in tackling work            |
| <input type="checkbox"/> | 20. Challenging spirit                     |
| <input type="checkbox"/> | 21. Positive attitude                      |
| <input type="checkbox"/> | 22. Desire to achieve goals                |
| <input type="checkbox"/> | 23. Sense of curiosity                     |
| <input type="checkbox"/> | 24. Sense of aspiration                    |
| <input type="checkbox"/> | 25. Other (specify if any)                 |

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### 3 General opinion of the questionnaires

27 Note any particular criteria you used for your evaluation or any general comments about the questionnaires.

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