

**Republic of the Philippines  
National Economic and Development Authority**

**Preparatory Survey on  
Japanese Grant Aid for Human  
Resource Development Scholarship  
in the Republic of the Philippines**

**FINAL REPORT**

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

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# Summary

## 1. Summary of the Preparatory Survey

### Background of the Survey

The Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as “JDS”) project<sup>1</sup> was first launched in Uzbekistan and Laos in fiscal 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The program has later been introduced to other countries as well, and the number of target countries has reached 14 by fiscal 2014.

JDS project has introduced a new system (hereinafter referred to as “the new system”) gradually for further effectiveness and efficiency since 2008, and it has been introduced in the Republic of the Philippines (hereinafter referred to as “the Philippines”) and Kyrgyz Republic since 2010, in which the dispatch of participants to Japan in 2014 marked the completion of the dispatch of JDS participants in the six-year project cycle.

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

### Objectives of the Survey

The main objectives of the survey are as follows:

- For the survey team and the JDS Operating Committee of the Philippines to discuss and agree on target priority areas (Sub-Programs)/ development issues (Components) based on national development plans of the government of the Philippines, such as the Philippine Development Plan 2011-2016 and the Country Assistance Policy for the Philippines by the Japanese government and allotted number of participants per Sub-Program. Also to consider the contents and the budget of Special Programs provided by the Accepting Universities, and figure out the program scale design (draft) for acceptance of the JDS participants for the next four batches.
- To conduct the selection for the applicants nominated by the Target Organizations and select the final successful candidates. To finalize the Basic Plan for each Sub-Program, with involvement from the Accepting Universities, based on the information through the discussion between the survey team and Target Organizations and meetings between faculty members of the universities and the Operating Committee members.

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

### Method of the Survey

As part of the Preparatory Survey, the survey in the Philippines has been conducted from August 2014 to March 2015.

- August to September, 2014: Confirmation of the principle/policy for the survey
  - (1) to set Sub-Programs and Components in accordance with Country Assistance Policy for the Philippines by the Japanese government and development needs of the Philippines
  - (2) to select and determine the Accepting Universities of Japan which would provide the educational programs corresponding to each Sub-Program/Component
  - (3) to select Target Organizations corresponding to each Sub-Program/Component
  - (4) to select Managing Organizations corresponding to each Sub-Program/Component
  - (5) to confirm the implementation system
- October 2014 to March 2015: Recruitment and Selection of the JDS applicants of the 1st batch
- October 2014: Estimation of the program scale
- Feb to March 2015: Formulation of the drafts of Basic Plans for each Sub-Program
- March 2015: Confirmation of the Basic Plans for Sub-Programs

### Results of the Survey

Sub-Programs/ Components in the Philippines set in this Preparatory Survey are shown in the next page.

## Framework of JDS Project in the Philippines (2015-2018)

Sub-Program	Component	Accepting University	Graduate School	Slot
1. Sustainable Economic Growth Aimed at Creating Employment Opportunities	1-1. Support for Financial Reform, Investment and SME Promotion Policy	International University of Japan	Graduate School of International Relations	3
		Kobe University	Graduate School of International Cooperation Studies	2
	1-2. Capacity Development of Government Officials, in Relation with the Focus Activities Conducted to Achieve Sub Program 1	Meiji University	Graduate School of Governance Studies	3
		International Christian University	Graduate School of Arts and Sciences	3
	1-3. Enhancement of Expertise of Government Officials in the Areas of Transportation Infrastructure	Nagoya University	Graduate School of Environmental Studies	3
2. Regional Development Administration in Mindanao / Support for Establishment of Bangsamoro Autonomous Government	2-1. Public Policy	National Graduate Institute for Policy Studies	Graduate School of Policy Studies	3*
	2-2. Infrastructure Development / Industrial Development	Hiroshima University	Graduate School for International Development and Cooperation	3*

\*For the 3 slot of Component 2-1 and 2-2, 2 are “slot prioritized for Bangsamoro” and 1 is the “slot for others.”

### Evaluation of the JDS

To make a decision on the implementation of JDS project, not only development issues of the Philippines but also external factors should be considered. In particular, it is necessary to verify the appropriateness of continuing the JDS project in the Philippines that is already exceeding the level defined as a grant-aid recipient country. In the verification of the appropriateness, the environment surrounding Japan and the Philippines, the project scheme, and Japan’s internal factors, as well as development issues of the Philippines and Country Assistance Policy of the Japanese government, etc. were considered from various perspectives, and it is found to be appropriate to continue the JDS project in the Philippines.

The effect of the human resource development program is expected to manifest itself in the long term. Therefore, the Project Design, particularly the Project Purpose which defines the performance target at the time of project completion, can only refer to the acquisition of knowledge necessary to solve the development issues and the resulting increase in the competence of the personnel involved in policy-making in the Target Organizations. Nevertheless, it is expected that JDS participants will ultimately “contribute to solving development issues in their countries” by applying the acquired

knowledge effectively and being given responsibilities and opportunities to do so in the Target Organizations.

The following indicators are used to measure the achievement of Project Purposes.

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

With respect to the indicator, "Ratio of JDS participants who obtain Master's degree" and "Enhancement of the capacity of JDS returned participants on research, analysis, policy making and project operation/ management after their return," a high completion rate has been achieved as a result of the steady implementation of the following: 1) Encouraging applications by appealing to Human Resource Office in the Target Organizations of each Sub-Program and Component as well as the human resources that match the intent of the program at the time of recruitment; 2) Selecting JDS participants on the basis of academic knowledge, relevant work experience, basic training, and potential for contribution after returning to the country; and 3) Offering various types of support and regular monitoring (namely, managing and advising on academic, lifestyle, and health issues in the form of interviews) to JDS participants in Japan.

Additionally, regarding the indicator "Policy formulation and implementation by utilizing the study outcomes of JDS returned participants," in the Philippines, Scholarship Service Contracts are signed between the JDS participants themselves and their belonging organizations, the system is set up for the participant to return to their belonging organizations when they returned to the Philippines and make use of the knowledge and capabilities obtained in Japan. Many commented that the speed of promotion is slow, since in the Philippines, promotion to managerial positions is not possible unless the post becomes vacant. However, some returned participants have been promoted to Division Chief or Director, and many participants responded that they have been assigned to positions that may not be managerial, but with more responsibility. Many organizations already have quite a few returned participants, and the critical mass is being formed. Therefore, the NEDA and CSC, which are also a member of OC should continue to actively monitor the returned participants so that they can succeed using the knowledge they gained in Japan, and eventually, contribute to the social/economic development of the Philippines.

Additionally, in the newly established Sub-Program "Regional Development Administration in Mindanao/ Support for Establishment of Bangsamoro Autonomous Government," development of human resources who can support the new Bangsamoro Autonomous Government aimed for establishment in 2016 is strongly expected. Stability of the area is important for the stability of the

Philippines, as well as for the relationship between the Philippines and Japan. To secure the human resource who can be successful in the area after the project, exceptional human resources should be recruited and study in Japan while coordinating with relevant organizations.

## 2. Recommendations

The Philippines is provided with scholarship programs from several countries. In order to achieve the JDS project objectives and to maximize its effects under such a situation, it is important to make more people become interested in applying for JDS project at first and also to secure the quality of applicants. It is necessary to acquire appropriate human resources from Target Organizations that will contribute to resolving development issues, so that they can receive high-quality education and research guidance in Japan and establish long-term relationship with Japan after returning to the Philippines.

Japanese government policies to further encourage the acceptance of students from overseas countries and unified efforts by related organizations across Japan would be desirable for securing the certain number of applicants. To advertise for JDS project in the Philippines, in particular, for the important Mindanao region, many candidates must be recruited remotely. Cooperation is very necessary with the government of the Philippines and JICA Philippines Office to vary advertising tools by utilizing government radios, newspapers, and general media to spread the information to as many potential candidates as possible.

Targeting government officials, the JDS project is a well-designed project suitable for developing human resources who contribute to resolving development issues facing the Philippines. Moreover, JDS project benefits medium- to long-term development of their country and merits which can be gained by studying in Japan should be appealed to the Target Organizations. Specifically, the JDS project has the following features that should be showcased: (i) accepting universities are positioned as project partners; (ii) a comprehensive system covering provision of advices and acceptance of students is put in place where the JDS participants can receive curriculum that meet the situation of their countries through the Special Programs in addition to the existing programs; and (iii) generous support including regular monitoring is provided to the JDS participants throughout their stay in Japan.

In order to increase effects of the JDS project, it would be necessary to strengthen cooperation with other JICA projects, focus more on general promotion activities through establishing and utilizing continual cooperation with 219 returned participants, and recruit personnel who could be a counterpart in future JICA projects.

Issues and recommendations obtained in this survey are as follows.

### (1) Obtaining candidates for JDS participants

Issues and recommendations around obtaining candidates for JDS participants are described below

from the viewpoint of “obtaining applicants” and “Promotion Seminars in province areas.” Table 9 shows activities of promotion seminars and recruitment in this fiscal year.

(a) Obtaining applicants

Since the introduction of the new system, the number of applicants has continued to decline, creating an issue since earlier years. This year, the recruitment period was even shorter, resulting in only 70 applicants after extended recruitment.

1) Issues around the Sub-Program “Regional Development Administration in Mindanao/ Support for Establishment of Bangsamoro Autonomous Government”

The total number of applicants for the two universities offering this Sub-Program was 18, and the ratio of applicants to slots was three times. Particularly, applicants for Component 2-2 “Infrastructure Development/Industrial Development” remained at eight, affected by recent state of affairs in Mindanao and lack of human resources in the field, and obtaining applicants will be an issue in the next year and beyond.

For recruitment next year and beyond, emphasis needs to be placed on obtaining applicants from Mindanao, by continuing cooperation from JICA Philippines Office, returned participants, and relevant local organizations such as Bangsamoro Transitional Commission (BTC).

2) Issues around applicants for the prioritized slots for Bangsamoro

This year, 11 applicants applied for the prioritized slots for Bangsamoro. Among them, nine applied from BTC or non-governmental organizations, but for Component 2-2 “Infrastructure Development/ Industrial Development,” only two applied. A major factor is that the number of non-governmental organizations involved in this area is low. Working with relatively large-scaled organizations that are involved in the area, such as ARMM and Bangsamoro Development Agency (BDA) which is attached agency of MILF and already have human resources involved in the area, is essential for obtaining applicants next year and beyond.

(b) Promotion Seminars in Provinces

Having carried out the project for more than 10 years, JDS project is very well recognized among HR/scholarship departments in the central government offices. On the other hand, JDS project is not yet well-known in regional offices, and the transfer of information from the central offices to region is very slow.

Promotion Seminars in provinces have been held since previous years, and Promotion Seminars including in Mindanao, are valuable opportunities to promote JDS project to regional office staff. When conducting the seminars in provinces, in addition to explanation for HR personnel, visit to

Target Organizations was conducted separately around the time of the promotion seminar to explain about the project.

Next year and beyond, close consultation and cooperation with Operating Committees such as NEDA and CSC are needed to keep conducting Promotion Seminars in provinces to obtain exceptional applicant from regional areas.

Additionally, as a new effort this year, three “Tutorial Seminars” on how to create research plans were held (twice in Metro Manila and once in Cotabato City) in 2014. In this seminar, returned participants were invited as lecturers to provide guidance, mostly around writing research plans, to potential applicants. Having had requests each year from applicants as well as Operating Committees to improve research plan writing, this was a major success. Continued cooperation from returned participants is necessary to be able to offer this at provinces Promotion Seminars as well.

On the other hand, Promotion Seminars in Mindanao conflict affected area depend heavily on local security situation. When it is determined that it cannot be held by JICA or an agent at the site, one option would be to have relevant organizations and local returned participants conduct the Promotion Seminar.

#### (c) Commitment of the accepting universities

It is also a good idea to collaborate with the accepting universities’ own activities. For example, the universities can hold promotion seminars at each Target Organization in the Philippines when JDS project provides preliminary training to JDS participants and follow-up support for JDS returned participants. The explanatory meetings can be arranged at each target organization through the cooperation of JDS returned participants who have studied in each university. Furthermore, by using the established connection with Target Organizations, each university can provide candidates with more specific information, including research details and characteristics, and find matching between the accepting universities’ resources and the candidates’ research needs. The matching is important to enhancing the outcome of JDS project because it directly relates to the contribution to be made by JDS returned participants. It is also necessary for JICA Philippines Office and an agent to demonstrate proactive commitment to the needs of the accepting universities.

#### (2) Selection of Accepting University

The selection of Accepting Universities was conducted by JICA in a fair manner during the Preparatory Survey this year. The Philippines side has confirmed its appropriateness to a certain extent and issued their statement indicating their basic consent on the proposal made by the Japanese side. On the other hand, the Philippines side commented that the Philippine Embassy in Tokyo can be contacted for comments in future university selection processes to verify the adequateness of the



Japanese proposal.

As it is assumed that direct communication and cooperation between Accepting Universities, Operating Committee members and related parties and Target Organizations will be strengthened further in the process of formulating the framework of the future project including Accepting Universities, it would be desirable that the Accepting Universities work on initiatives effective to help resolving development issues in Sub-Programs/Components throughout the period of accepting the JDS participants ranging from “before coming to Japan” to “staying in Japan for studies” and “after returning home.” Additionally, if country-specific support is needed, it is important that participants are supported through effective use of the Special Program.

### (3) Issues and Factors of Volatility Facing the Establishment of the New Bangsamoro Autonomous Government

As mentioned earlier, based on the comprehensive peace agreement signed in 2014, a new Bangsamoro Autonomous Government is scheduled to be established in 2016. Sub-program 2 “Regional Development Administration in Mindanao/Support for Establishment of Bangsamoro Autonomous Government” has been introduced during this phase to develop human resources who can be responsible for administration of the new autonomous government.

Meanwhile, in light of the clash between Philippines National Police, Special Action Force and armed insurgents in January 2015, discussions in the Senate on the Bangsamoro Basic Law to establish the new autonomous government was suspended. Situation is still unstable as of March 2015, and the process for establishing the new government may not proceed as planned, which can largely impact implementation of the project. Additionally, with the presidential election scheduled in May 2016, developments on the establishment of the new autonomous government must be followed carefully, and depending on the situation, the revision of the framework must be made to match the issues, including review of the Basic Plan for the Sub-Programs, and review and addition of Target Organizations.

### (4) Mismatch between the Target Organization’s Mandates and Components

Several governmental organizations requested that they be set as the Target Organization for other Components, since the Components they are set up with as Target Organization do not match with their mandates. As one example, among this year’s applicants, a candidate was rejected due to the research plan not matching the Component nor the university curriculum, despite it matched with the Target Organization’s mandate.

For Target Organizations suspected of mismatch such as above, considerations must be made to send exceptional candidates who match the development issue better, such as continuing with the hearing study and transferring to other Components.

## (5) Names of Component

Comments were made by applicants, Target Organizations and relevant organizations regarding the names of Component 1-2 “Capacity Development of Government Officials, in Relation with the Focus Activities Conducted to Achieve Sub-program 1” and Component 1-3 “Enhancement of Expertise of Government Officials in the Area of Transportation Infrastructure” being long and confusing. Component names must be easy to understand, particularly when explaining to potential candidates and Target Organizations during recruitment activities. Therefore, changes need to be considered similar to (4) above. Easy to understand and specific development issues should be specified, such as “Improving Good Governance Skills and Abilities” for Component 1-2 and “Traffic/ Transportation/ Electric Power Infrastructure Development” for Component 1-3.

## (6) Follow-ups of JDS Project

In order to develop a given number of sympathizers for Japan within the Government of the Philippines, and to strategically build a network which is important for future bilateral relations, follow-up for JDS returned participants must be enforced as a unified effort by related organizations across Japan. Currently, JAAP alumni activities began, combined with JICA alumni of returned trainees.

There is no scheme to provide follow-up support to JDS returned participants, and many of them have no close connection with Japan once they return to the Philippines. This does not meet the objective of “fostering a pro-Japanese group of people to contribute to enhancing the future partnership between two countries” described in the JDS Operating Guidelines. There are more than 200 JDS returned participants in the Philippines, but it is difficult to say that the objective is sufficiently fulfilled.

As stated above, maintaining connection with JDS returned participants will contribute to enhancing the partnership between two countries, and will become very beneficial to diplomatic relationship as well if JDS returned participants hold key positions responsible for formulation and implementation of policies, etc. Therefore, it is necessary to take action to establish and maintain organic relationship especially with JDS returned participants who could become key persons. The JICA Philippines Office and an agent should also demonstrate proactive commitment. In addition, it is a good idea to provide follow-up support in cooperation with the Accepting Universities because they have their own alumni associations.

## (7) Establishment of a multifaceted network during studies in Japan

There are two advantages in establishing a network with Japanese governmental officials and corporate businessmen during studies in Japan in terms of (i) fostering a pro-Japanese group of people with a learning experience about Japanese society and culture and (ii) establishing a network to work as a counterpart after JDS participants return to the Philippines. With regard to the establishment of the

network, one of the important things is to create opportunities for internship and networking with governmental officials and corporate businessmen, which will make the effect of JDS project more apparent. The achievement of the above two points will result in the effect described in the previously described “(6) Follow-ups of JDS project.”

The following two points are suggested to establish the multifaceted network.

(a) Internship at government organizations and corporations

Some universities offer internship programs as mandatory requirements in their curriculum, but other universities do not have an environment in which an internship is provided to every student. Therefore, there are such ideas as (i) asking the Accepting Universities to implement internship programs and (ii) incorporating internship programs into the JDS system.

Internships will allow JDS participants to experience the culture of Japanese government organizations and corporations and enhance their understanding of Japanese society, which will eventually contribute to fostering a group of pro-Japanese people.

(b) Networking events, workshops, etc., with Japanese governmental officials

Although JDS participants are governmental officials, there is a limited opportunity for them to interact with Japanese governmental officials during studies in Japan. In the current situation, only some plans are developed individually by an agent, and some field trips to government organizations are provided by the accepting universities.

In order for JDS participants to maintain connection with Japanese counterpart organizations even after they return home and to benefit from studies in Japan as added value, it is very useful to establish regular opportunities (twice a year or so) for them to connect with Japanese governmental officials, so that the effect of the JDS project can be demonstrated as well.

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## List of Abbreviations

ABBREVIATIONS	DESCRIPTION
AAS	Australian Awards Scholarship
ADB	Asian Development Bank
ASEAN	Association of South-East Asian Nations
ARMM	Autonomous Region in Muslim Mindanao
AusAID	The Australian Agency for International Development
BDA	Bangsamoro Development Authority
BSP	Bangko Sentral ng Pilipinas (Central Bank of the Philippines)
BTC	Bangsamoro Transition Committee
CHED	Commission on Higher Education
CSC	Civil Service Commission
DAC	Development Assistance Committee
GDP	Gross Domestic Product
GNI	Gross National Income
IMF	International Monetary Fund
JAAP	JICA Alumni Association in the Philippines
J-BIRD	Japan Bangsamoro Initiatives for Reconstruction and Development
JDS	Japanese Grant Aid for Human Resource Development Scholarship
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
KOICA	Korea International Cooperation Agency
MDGs	Millennium Development Goals
MILF	Moro Islamic Liberation Front
NEDA	National Economic and Development Authority
NGO	Non Governmental Organization
NUGELP	Nagoya University Global Environmental Leaders Program
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PDP	Philippines Development Plan 2011-2016
TOEFL	Test of English as a Foreign Language
YLP	Young Leader's Program

### Remarks:

In this report, JDS project before introduction of the new system (system which accepts 4-batch participants under the same field, Target Organization and Accepting University) is mentioned as “JDS old system”. In addition, it is distinguished acceptance of 4-batch participants since Preparatory Survey in 2010 as “the 1st phase of the new system” and acceptance of next 4-batch participants since this Preparatory Survey as “the 2nd phase of the new system”.

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

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

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

The Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as “JDS”) project<sup>2</sup> was first launched in Uzbekistan and Laos in fiscal 1999 as part of the “100,000 International Students Plan” of the Japanese government. JDS project aims to develop human resources who can play core roles in formulating and implementing social and economic development plans in developing countries. The project has later been introduced to other countries as well, and the number of target countries has reached 14 countries<sup>3</sup> by fiscal 2014. The total number of JDS participants who had come to Japan exceeded 3,000 by fiscal 2014.

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

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

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

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<sup>2</sup> Japanese Grant Aid for Human Resource Development Scholarships (JDS) Project: A human resource development (overseas education) scheme provided to currently 12 countries through Japanese grant aid.

<sup>3</sup> 14 countries: Uzbekistan, Laos, Vietnam, Cambodia, Bangladesh, Mongolia, Myanmar, China, the Philippines, Indonesia, Kyrgyz, Tajikistan, Sri Lanka and Ghana. The project terminated with the dispatch in 2006 in Indonesia and the dispatch in 2012 in China.

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

In the Philippines and Kyrgyz, to which the new system was introduced in 2011, the dispatch of participants to Japan in 2014 marked the completion of the dispatch of JDS participants in the six-year project cycle. Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of continuing with this project, reviewing the needs of the government of the Philippines, and properly reflecting the Country Assistance Policy for the Philippines, relevant JICA programs, etc. in the formulation of the project. As of April 2015, a total of 259 JDS participants from the Philippines have been accepted by Japanese universities since 2003, in which the JDS project was launched in the country (shown in Table 1).

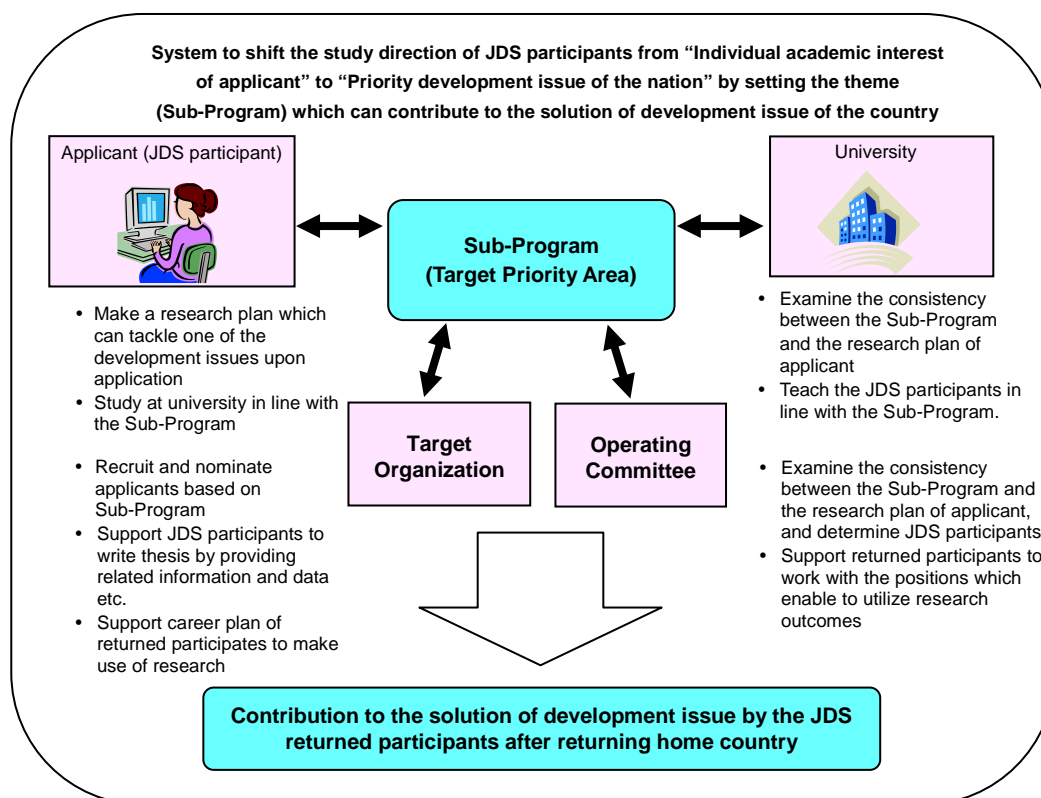
**Table 1 Number of Participants from the Philippines (As of April 2015)**

Batch	Year	Number of Participants	Field of Study	No. of participants who returned to work or were reemployed (*1)	
				At the time of return to the Philippines	Current (*2)
1st Batch	2003	19	Public Administration, Economics, Business Management	15	9
2nd Batch	2004	20	Public Administration, Business Management, ICT	18	11
3rd Batch	2005	20	Public Administration, Business Management, ICT	18	13
4th Batch	2016	25	Governance, Economics, Business Management, ICT	25	23
5th Batch	2007	25	Public Administration, Economics, Business Management, ICT	25	23
6th Batch	2008	25	Public Administration, Economics, Business Management, ICT, Industrial Development	25	24
7th Batch	2009	25	Public Administration, Economics, Business Management, ICT, Industrial Development	25	25
8th Batch	2010	20	Public Administration, Economics, Business Management, ICT, Industrial Development	20	19
9th Batch	2011	20	Public Administration, Agriculture and Rural Development/SME, Mindanao Regional Development Administration, Financial Policy, Infrastructure Development	20	20
10th Batch	2012	20	Public Administration, Agriculture and Rural Development/SME, Mindanao Regional Development Administration, Financial Policy, Infrastructure Development	20	20
11th Batch	2013	20	Public Administration, Agriculture and Rural Development/SME, Mindanao Regional Development Administration, Financial Policy, Infrastructure Development	Studying in Japan	
12th Batch	2014	20	Public Administration, Agriculture and Rural Development/SME, Mindanao Regional Development Administration, Financial Policy, Infrastructure Development	Studying in Japan	
Total		259			

(\*1) Calculation based on the available (\*2) Including those who have moved to related/ attached governmental organizations

Since introduction of the JDS new system to the Philippines, the recognition that it is necessary to aim at the maximization of the effect of the JDS project by creating a ‘critical mass,’ meaning a group of graduates expected to demonstrate the effect, has been shared between the concerned parties. In fact, this has actually been implemented in line with the policy that aims to spread the benefit of the project to wide range of organizations by the limited number of JDS participants without subdividing the fields of acceptance to be targeted by this project. At the same time, the Operating Committee has been placing increasing emphasis on the achievement of the project, which is considered to be made apparent through utilization and contribution of JDS returned participants, as JDS project has been growing in its reputation as an international student program. Its policy of limiting applications to government officials (permanent employees) in principle has also been retained ever since the very beginning.

In order to achieve a higher effect of the project, sub-programs were set up (see Figure 1).



**Figure 1: Structure of Sub-Program**

In addition, Executive Order No. 161 requires all Filipino government officials to sign Scholarship Service Contract with the belonging organization before their departure for training/studies abroad and return to their original organizations to work for them for prescribed period after coming back to the country. Consequently, the reinstatement rate of JDS returned participants has been kept high (at about 90%). Although there is no system in the Philippines to allow government officials to be given skyrocketing promotions for having completed training/study programs abroad, 28 returned participants have become promoted to Division Chief level or higher position after receiving their



Master's degree by studying in Japan on the JDS project, since a Master's degree is essential for advancement into Division Chief or higher level.

A challenge pointed out in the 1st phase of the new system was to secure an adequate number of applicants. One major external factor affect to this is the Rationalization Plan, which has been implemented in the public sector since the time of the Arroyo administration. The results of this plan include budget tightening and personnel downsizing trends in the majority of the target organizations, as well as a hollowing out of the workforce in their 20s and 30s, which is the target age group of JDS project, stemming from the target organizations freezing and limiting the hiring of new permanent employees and promotions. Moreover, severely affected by the plan, several target organizations have been abolished, consolidated or undergoing other forms of radical reorganization.

As of February 2015, although a provisional arrangement of personnel still lasts in some target organizations due to the rationalization policy and consolidation of organizations, the policy is being lifted in others. The latter are expected to resume hiring new permanent employees and giving their employees promotions in the future, and potential applicants will be increased as well.

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

The Philippines Development Plan 2011-2016 (hereinafter referred to as "PDP"), a medium-term comprehensive economic development plan, was established mainly by the National Economic and Development Authority (hereinafter referred to as "NEDA") under the current Aquino administration in May 2011.

PDP consists of chapters setting development goals for respective fields, including powerful promotion of economic growth and poverty reduction through job creation. It also presents good governance and anti-corruption as its across-the-board themes beyond the boundaries of fields and sets five key strategies: (1) promote transparent and responsive governance, (2) massive investment in infrastructure, (3) human development and improved social services, (4) competitiveness to generate employment and (5) improve access to financing.

Aiming for "inclusive growth<sup>5</sup>, job creation and poverty reduction," PDP presents the following specific indexes: (1) bring the poverty level down to 16.6% by 2015, (2) create 10,000 jobs each year, (3) achieve GDP growth in the 7-8% range each year, (4) increase the investment/GDP ratio to 22% by 2016 and (5) achieve the Millennium Development Goals.

In addition, PDP also adopts the following strategies to promote good governance and anti-corruption, on which it requires administrators to work in earnest: (1) ensure effective, efficient, transparent, accountable, economically and physically accessible, and nondiscriminatory delivery of public services, (2) curb corruption, (3) strengthen the rule of law, and (4) enhance citizens' access to

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<sup>5</sup> Inclusive growth: Fast enough sustainable economic growth that is inherently conditioned by the social and geographical complexity and large population of the Philippines but can benefit a wide range of citizens and enable job creation and constant poverty reduction. (Source: April 2012 version of Country Assistance Policy for the Republic of the Philippines)

information and participation in governance.

### 1-1-3. Socio-economic Situation

The Philippines is located to southwest of Japan, has a total land area of 299,404 km<sup>2</sup>, and consists of 7,109 islands. The country has a population of about 92.34 million people<sup>6</sup>, of which some 11.86 million live in and around the national capital region, Metro Manila. It is a multiethnic society in which the Malay, which account for over 90% of its population, the Chinese, the Spaniards and other ethnic groups live together. Filipino and English are the official languages of the country, while the former is spoken as the mother tongue.

#### Summary of Economy Situation of the Philippines

##### Major Industries:

Agriculture, Fisheries, Forestry, BPO

**GDP:** USD 289 billion (2014:IMF)

**Per Capital GDP:** USD 2,913

**Economic (real GDP) Growth rate:** 6.1%  
(2014:IMF)

The Philippines is a republic in which citizens directly elect their president whose term of office is six years. The current president, Benigno S. Aquino III, assumed office on June 30, 2010, promising to combat corruption, break out of poverty, reduce fiscal deficits, and bring peace to Mindanao. In fact, the government of the Philippines signed a comprehensive agreement with the Moro Islamic Liberation Front (MILF), with which the government had long been in political conflict, in March 2014. Consequently, establishment of an autonomous Bangsamoro government in Mindanao in 2016 and a basic framework for the new government have been agreed upon. As there is work to be done in the future in preparation for the establishment of the autonomous government, it is an urgent task to develop human resources who will be engaged in administration work in the new government.

Economy-wise, the country has been demonstrating stable economic growth since the 1990s, by maintaining positive growth even in the face of the currency crises in Asia in the late 1990s and the worldwide depression in the 2000s. The country has been continuing with steady growth also under the Aquino administration, showing one of the largest economic growth rates among the ASEAN countries from 2012 to 2014, in the 6-7% range. As President Aquino's term will officially end in June 2016, a presidential election is scheduled for May of the same year. Given that the Constitution of the Philippines forbids re-election of the same president, a new president should be elected. Under such circumstances, there is a need to pay special attention to the implications the presidential election can have on the political and economic administration of the country.

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<sup>6</sup> Philippine Statistics Authority (2010 Census of Population and Housing)

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

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

The higher education sector of the Philippines is meant to be contributing to enabling PDP to achieve its goal of realizing inclusive growth and is placed under the control of the Commission on Higher Education (hereinafter referred to as “CHED”). According to CHED, it has to address the challenges besetting the higher education of the country particularly the following: (1) lack of overall vision, framework and plan, (2) deteriorating quality of higher education, and (3) limited access to quality higher education.

In fact, as stated in CHED strategic plan, the above challenges are causing difficulty in supplying superior human resources to administrative organizations, industries, etc. in the Philippines. Another criticism is that Filipino institutions of higher education are failing to develop and produce human resources who match the needs of industry<sup>7</sup>. This challenge facing higher education is one of the factors hindering growth in the international competitiveness of the Philippines.

To resolve these challenges, CHED has established the Strategic Plan for 2011-2016. It has identified and has been focusing on major key result areas, including (1) improved quality and standards of education, (2) broadened access to quality higher education, (3) transparent, morally ascendant, efficient and effective management system and effective organizational development.

##### **(2) System of Public Administration/Government Officials**

Government officials in the Philippines consist of national government officials, who work for the Congress, Office of the President, 20 central government agencies and their attached organizations, courts, Commission on Audit and other constitutional government organizations, Commission on Human Rights of the Philippines, and so on, employees of the Bangko Sentral ng Pilipinas (central bank, hereinafter “BSP”) and other government owned and/or controlled corporations, and local government officials. Each central government institution has regional offices in respective regions, except for the Autonomous Region for Muslim Mindanao (ARMM), and regional offices in individual provinces, cities and towns, to effectively and efficiently implement projects and plans of the national government.

These central government agencies employ people not only in permanent positions but also in other employment statuses (contractual, temporary, casual, co-terminus, memorandum of agreement, etc.). However, hiring of new permanent employees and promotions have been limited and suspended in recent years, due to the government’s rationalization plan targeted particularly at the public sector. According to the 2014 personnel statistics issued by the Department of Budget and Management, the Philippines has 1,202,425 regular government officials, including military government officials

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<sup>7</sup> Especially IT, Finance/Accountancy Technology, Maritime and Nursing are the fields to be improved. (CHED Strategic Plan)

belonging to the Department of National Defense etc. The number of civilian regular government officials is about 850,000<sup>8</sup>, about the same as in the previous year. The order of precedence in central government agencies is Secretary, Undersecretary, Assistant Secretary, Director IV-I, and Chief.

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

The Civil Service Commission (hereinafter referred to as “CSC”), which is in charge of the government officials system of the Philippines, as well as human resource development and training for them, provides government officials in Division Chief or higher managerial positions with training. In more specific terms, it implements educational programs such as the Supervisory Development Course, which is targeted at newly appointed Director level managers and is designed to help them to promote internal human resource development, and the Public Service Excellence Program, which consists of a wide range of workshops aimed at improving the quality of public services. Besides this, CSC not only provides Filipino government officials with a one-year scholarship grant to pursue Master’s studies through partnerships with Filipino universities but also offers a pay training program targeted at those without a Master’s degree to allow them to earn a degree equivalent to a Master’s degree. In the Philippines, government officials are required to have a Master’s degree in addition to at least a prescribed number of years of working experience in their organizations in order to become promoted to Division Chief or a higher position. This is why CSC works to make it easier for government officials to receive a Master’s degree, so that the overall capacity of the government can be enhanced through increasing the capabilities of government officials.

JDS project is also a scholarship project for obtaining a master’s degree, but is characterized by a system that allows participants to study in Japan and to commit themselves to research because most of the programs span two years. The Philippines’ government officials can select a scholarship based on the individual characteristics that encourage their participation and fit their interest. Since any person having obtained a master’s degree without foreign assistance is eligible for JDS project, a person who has already obtained a master’s degree through a CSC scholarship program can participate in JDS project to further pursue their research work in Japan. It is effective to promote the use of JDS project in such a way.

Individual government agencies are required to have the institutional capacity to respond flexibly to demand in today’s advanced economic society to achieve inclusive growth. This is the reason that it has become a cross-organizational task to develop human resources and increase the capabilities of employees to meet the mandates of respective organizations. The results of hearing surveys reveal that individual government agencies are making their own efforts to this end, for example by sending employees to participate in external training programs in areas with high human resource development needs, getting those who have received training to hold internal seminars to enhance their organizations, and so on. Such training opportunities can be used for JDS project’s PR activities, as it

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<sup>8</sup> The number was calculated based on Table I in “Staffing Summary Fiscal Year 2014” by the Department of Budget and Management.

will also be effective to position JDS project as part of external training for advanced development of human resources. Further cooperation with each organization’s human resource management divisions will be required.

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

The Japanese government has been offering continued technical and financial assistance to the Philippines, regarding aid to the country as being of importance to economy, diplomacy and regional security. Although the Philippines has been achieving a high economic growth rate, it still has issues to tackle, such as lack of employment opportunities inside the country, persistence of corruption and a high poverty rate. Particularly, significant progress has been made in relation to the Mindanao peace process under the current Aquino administration, including signing of a comprehensive agreement in March 2014. However, there are still a lot of obstacles in the way to regional stability and the establishment of the Bangsamoro government, as conflicts between the anti-government forces and the authorities concerned are still occurring from time to time.

Under the above mentioned background, the dispatch of participants to Japan in 2014 marked the completion of the dispatch of JDS participants in the six-year project cycle of the first phase. Government of the Philippines, then, requested next JDS four-batch acceptance plan to Government of Japan.

Under current circumstances, the abilities and systems of policy-making and administrative organizations are to be improved relative to issues to be addressed in a comprehensive manner, and this project is expected to contribute to the training of government officials who will perform a key roles in improving administrative abilities and establishing the systems.

Country Assistance Policy for the Republic of the Philippines (April 2012)<sup>9</sup> and Rolling Plan (April 2014) have set the “Achieving Sustainable Economic Growth through Further Promotion of Investment,” “Overcoming Vulnerability and Stabilizing bases for Human Life and Production Activity,” and “Peace and Development in Mindanao” as priority areas under the basic policy of assistance (basic objective) described as the “Assistance in Pursuit of Inclusive Growth.”



<sup>9</sup> Ministry of Foreign Affairs, Country Assistance Policy for the Republic of the Philippines, April 2012  
<http://www.mofa.go.jp/policy/oda/assistance/country2.html>

The first phase of the JDS new system in the Philippines, which was launched in 2010, has established a framework that covers all the above priority areas, and is expected to contribute to strengthening administrative organizations through development of quality government officials.

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

Japanese ODA to the Philippines began with a yen-loan-financed project in 1968. Since then, the Japanese government has been offering continued assistance to the country in the forms of technical cooperation, grant aid, and so on. The Philippines is one of the largest beneficiaries of Japanese ODA, while Japan is the largest ODA donor to the Philippines.

The past assistance activities include those targeted at reducing poverty (correcting disparities), supporting economic growth through infrastructure development and by other means, preserving the environment, developing human resources, and building systems. It was also expressed at the Japan-Philippines summit meeting in November 2014 that Japan would be ready to provide assistance to help the Philippines to strengthen its basis for growth and would offer further yen loans to the country. Particularly, urban infrastructure development projects, including those in the field of transport and traffic, have been undertaken in different parts of the Philippines in recent years, and Japan promised to continue to provide the country with assistance for economic growth. In addition, given the fact that both Japan and the Philippines are at high risk for natural disasters, it was confirmed that the two countries would deepen their mutual cooperation in the area of disaster preparedness and responses.

Japan has been implementing continued assistance also towards resolution of the conflicts in Mindanao, a long-standing cause of concern, for example by sending Japanese experts to the International Monitoring Team (IMT) and setting up the Japan-Bangsamoro Initiatives for Reconstruction and Development (J-BIRD).

As of the end of fiscal 2013, Japan's cumulative total of financial aid to the Philippines is 5,519.34 million dollars for government loans etc., 2,384.43 million dollars for grant aid, and 2,252.92 million dollars for technical cooperation<sup>10</sup>. Although Japan had been the top bilateral assistance donor to the Philippines over the past ten years until 2007, the yen loan amount repaid by the country has been exceeding the total amount of economic assistance from Japan to it since 2008, resulting in negative capital flows.

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<sup>10</sup> Japan's Official Development Assistance White Paper 2014 Japan's International Cooperation  
<http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hakusho/pdf/index.html>

**Table 2: Disbursement of Japanese ODA to the Philippines**

Unit : Million Dollar

Aid Scheme	2009	2010	2011	2012	2013	Total
Yen Loan	-97.89	-215.78	-663.51	-559.78	-524.41	5,519.34
Grant Aid	40.72 (14.26)	50.37 (0.19)	37.62 (0.81)	55.49 (2.44)	63.03 (33.64)	2,384.43 (54.05)
Technical Cooperation	48.81	77.68	59.00	85.49	59.88	2,252.92

Source : MOFA Website

Note:

1. Parts of grants through international organizations are included in the category of bilateral Grant Aid after 2006 when the grants are earmarked for specific recipients. A wider range of multilateral grants has been categorized as bilateral ODA since 2011, in accordance with the direction of OECD/DAC. The figures in the brackets indicate the amount of multilateral grants within the sums of Grant Aid.
2. The annual figures for Loan Aid and Grant Aid indicate the sums of funds actually disbursed within the calendar year out of the amount committed with exchange of notes. The figures of Loan Aid show the balances after subtracting repayments from recipients.
3. Accumulated totals of Loan Aid may be minus figures depending on fluctuations in exchange rates.
4. Technical Cooperation includes projects implemented by relevant ministries and local governments in addition to those by JICA.

The following are similar projects for studying in Japan targeting the Philippines by the Japanese government.

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

This scholarship program was established in fiscal 1954 and students have been accepted from the Philippines since the same year. There are six categories<sup>11</sup>, and “research students” is at the postgraduate level. Most students from the Philippines mainly fall into the categories, “research student” or “teacher training student.” The details about “research student” are the followings;

- 1) Objectives: To promote the international cultural exchange between Japan and other countries, promote mutual friendship and goodwill, while contributing to the development of human resources in other countries.
- 2) Language used: English, Japanese
- 3) Field of Study: Social science, humanities and natural science are targets, but many students from the Philippines major in science and technology and natural science.
- 3) Length of study: standard course period (the time required to complete the standard course of studies)
- 5) Main qualifications and requirements:  
(Age): 34 or younger  
(Academic background): At least Bachelor degree (or equivalent and above) is required  
(Work experience): No experience required. Military personnel are not eligible.

<sup>11</sup> Six categories are: 1) research student; 2) undergraduate student; 3) college of technology student; 4) special training college student; 5) Japanese studies student; 6) teacher training student.

- 6) Selection of candidates: recommendation by Japanese diplomatic establishments abroad, recommendation by universities
- 7) Recruitment of candidates: information posted on the website of the embassy of Japan in the Philippines
- 8) Number of accepted participants: The total number of the participants of MEXT scholarship is about 40 per year. Of these, about 27 participants are research students.

## (2) Other Scholarship Program of MEXT

Another common scholarship program provided by MEXT is Young Leaders Program (YLP). YLP was established in the year of 2001, and the government of Japan has accepted students from the Philippines since the first year, 2001. There are five courses in YLP<sup>12</sup>. The duration of all the courses is one year, and a participant obtains a master's degree. Four courses out of five are available for the Philippines: Public Administrations, Business Administration, Law, and Local Governance. The details of YLP are the followings;

- 1) Objectives: To invite young government officials, etc. that are expected to play an active role as future national leaders in Asian countries to Japan, to create a human and intellectual networks of leaders, etc. of countries throughout the world by deepening the understanding of Japan, and to contribute to the construction of friendly relations between countries including Japan and the improvement of policy formulations functions.
- 2) Fields of study: Public Administration, Business Administration , Law, Local Governance, Health administration
- 3) Language used: English
- 4) Length of study: 1 year (Master's course)
- 5) Main qualifications and requirements:
  - (Age): under 40 [except for Business Administration course], under 35 [only for Business Administration course]
  - (Academic background): At least Bachelor degree (or equivalent and above) is required
  - (Work experience): Those who have actual work experience. Young governmental officials, businessperson, legal expert, etc.
- 6) Selection of candidates: Based on recommendations from the recommending institutions of the target country
- 7) Recruitment of candidates: information posted on the website of the embassy of Japan in the Philippines.
- 8) Number of accepted participants: The total number of the participants of YLP is about three persons per year. The total number of participants in the past 13 years is 32 (see Table 3 for details).

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<sup>12</sup> 5 courses are: (1) Government Course (National Graduate Institute for Policy Studies (GRIPS)), (2) Business Administration Course (Hitotsubashi University, Graduate School of International Corporate Strategy), (3) Law (Kyushu University, Graduate School of Law), (4) Local Governance (National Graduate Institute for Policy Studies (GRIPS)), (5) Healthcare Administration Course (Nagoya University Graduate School of Medicine). (1) and (2) started since 2001, and (3)~(5) were added since 2003.



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

Year	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
Participants (No. Persons)	1	1	1	2	6	5	1	0	3	4	2	3	3	32

Source : Website of Embassy of Japan in the Philippines and MEXT

#### **1-4. Trend of Other Donor's Aid**

Major donors that provide similar scholarship programs for government officials in the Philippines include: Australia, New Zealand, Asian Development Bank (ADB) and International Monetary Fund (IMF), of which Australia and IMF are the main competitors to JDS project.

As Australia Awards Scholarships, offered by the Australian government, include scholarships for one-year Master's studies in which recipients do not need to write their Master's thesis, provide higher amounts of scholarship funds than JDS project, and give recipients English training before they arrive in the country. These advantages make this scholarship scheme popular across Asia, including the Philippines. Another reason that it is often compared with JDS project is that it provides scholarship awards to as many as 90 people in the government sector in the Philippines alone.

The IMF scholarship mainly targets officials working for the Department of Finance, and does not target personnel working for the attached agencies. Accordingly, the Department of Finance has commented that JDS project is classified as a study opportunity for personnel from the attached agencies and that there is no plan to recommend official from the Department of Finance. In fact, JDS project has received no applications from the Department of Finance in recent years, although some applications have been submitted from the BSP and other organizations affiliated to the department.

Chevening Scholarships, which are the UK government's scholarship program, has decided to offer additional scholarships to five scholars from Mindanao from the academic year 2015-16 on. The aim is to develop people who can make a positive difference to realizing the vision of the Comprehensive Agreement on Bangsamoro, thereby contributing to the Mindanao peace process. As those from the Bangsamoro Development Agency are also entitled to apply for these five additional places in the scholarship program, it can be said that these scholarships can compete with the new "Prioritized slots for Bangsamoro" set up in the JDS project. As the selection results for Chevening Scholarships are to be announced in May 2015, there is still no information who and from which organization staff will be selected. Therefore, there is a need to continue to conduct hearings with those in charge of Chevening Scholarships, people at the Bangsamoro Development Agency and other local concerned parties.

**Table 4: Programs for human resource development programs by other donors<sup>13</sup>**

Program/Project	Provider	Outline
Australia Awards Scholarship	Australia	<ul style="list-style-type: none"> <li>① Summary: Scholarships are offered to meet long-term development needs of recipient countries. Consists of two categories, Target Category and Open Category, which respectively target at: 1) officers of target ministries, and 2) civil servants and private sectors.</li> <li>② Targets: Civil servants and private sectors</li> <li>③ Qualifications: <u>No age restrictions</u>. Have at least two years of work experience.</li> <li>④ Acquirable Degrees: Master's degree, PhD</li> <li>⑤ The Number of Slot: Approximately 120 (Target Category: 90, Open Category: 20)</li> <li>⑥ Fields of Study: Under Open Category, participants are to choose from 10 priority areas of basic education, social security and welfare, peace and development, public finance management, disaster prevention, institutional development and human resource development, economic development, foreign diplomacy, Public administration, and mining.</li> <li>⑦ Other remarks: One-year master's degree course and pre-departure English training are offered.</li> </ul>
Japan-IMF Scholarship Program for ASIA	IMF (Japan)	<ul style="list-style-type: none"> <li>① Summary: Develop human resources in governmental institutions that are engaged in economic and financial policies in Asian countries.</li> <li>② Targets: Civil servants, especially at Finance Ministries</li> <li>③ Qualifications: At least two years of work experience, bachelor's degree, TOEFL550 and above.</li> <li>④ Acquirable Degrees: Master's degree</li> <li>⑤ Fields of Study: Economics, financial policies, projected investments, trades, tax affairs, statistics, etc.</li> <li>⑥ Destination: Japan (GRIPS, Hitotsubashi University, IUJ, University of Tokyo)</li> <li>⑦ Number of Participants: 15 participants for last 20 years</li> <li>⑧ Selection: Priority is given to applicants (A) whose are 40 years old or younger; and (B) who have not obtained master's degree at foreign universities.</li> <li>⑨ Other remarks: Pre-enrollment trainings on Japanese, English, and mathematics are provided for about 2 months in Japan.</li> </ul>
Chevening Awards	UK	<ul style="list-style-type: none"> <li>① Summary: Scholarships are offered for excellent human resources who could be future leaders and play active roles in a wide area.</li> <li>② Targets: Citizen of the Philippines</li> <li>③ Qualifications: Have at least two years of work experience.</li> <li>④ Acquirable Degrees: Master's degree</li> <li>⑤ Fields of Study: Politics, business, media, civil society, religion, etc.</li> <li>⑥ The Number of Participants: To be announced annually (in 2014, 8 participants from the Philippines)</li> <li>⑦ Other remarks: 5 slots for human resources in Bangsamoro region are newly added from 2015 for achieving peace of Mindanao.</li> </ul>

<sup>13</sup> Created based on hearing investigations to donors.

KOICA Scholarship Program	Korea	<ul style="list-style-type: none"> <li>① Summary: Scholarships are offered to meet long-term development needs of recipient countries.</li> <li>② Targets: Citizen of the Philippines</li> <li>③ Qualifications: Depend on the course.</li> <li>④ Acquirable Degrees: Master's degree</li> <li>⑤ The Number of Participants: Approximately 370 with all recipient countries and 20 programs in total (Philippines doesn't have specific slots. Applicants can be Scholar if they pass the University's examinations)</li> <li>⑥ Fields of Study: Participants are to choose from 20 programs.</li> <li>⑦ Other remarks: Alumni association Meeting is held several times a year.</li> </ul>
The Asian Development Bank ADB-JSP	ADB (Japan)	<ul style="list-style-type: none"> <li>① Summary: Aims at providing citizens of developing countries in ADB with postgraduate education opportunity. Application can be made either by: 1) document screening by universities, or 2) recommendation of candidates to ADB. Participants will study abroad at foreign universities including Japan.</li> <li>② Targets: Citizen of the Philippines</li> <li>③ Qualifications: Have at least two years of work experience.</li> <li>④ Acquirable Degrees: Master's degree</li> <li>⑤ Fields of Study: Economics, Business Management, Science and Technology, and other fields related to development.</li> <li>⑥ The Number of Participants: To be announced annually (111 participants for last 10 years)</li> </ul>

**Table 5: Main Scholarship Programs Used in Target Organizations**

Target Organization	Available Scholarship
National Economic and Development Authority	1. KOICA, 2. ADB, 3. IMF, 4. AAS, 5. Other Scholarships by universities, 6. JDS
Department of Finance	1. KOICA, 2. ADB, 3. IMF, 4. AAS, 5. Other Scholarships by universities, 6. JDS
Bangko Sentral ng Pilipinas	1. IMF, 2. AAS, 3. New Zealand Government Scholarship, 4. JDS
Department of Foreign Affairs	1. Erasmus Mundus, 2. MEXT, 3. Other Scholarships by EU governments, 4. JDS
Department of Social Welfare and Development	1. KOICA, 2. ADB, 3. IMF, 4. AAS, 5. Other Scholarships by EU governments, 6. JDS
Department of Public Works and Highway	1. AAS, 2. New Zealand Government Scholarship, 3. JDS
Department of Transportation and Information	1. IMF, 2. New Zealand Government Scholarship, 3. India Government Scholarship, 4. JDS
Bangsamoro Development Authority	1. AAS, 2. KOICA, 3. UK government Scholarship, 4. JDS

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

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

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

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

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

In the first phase of the new system, framework for the JDS project in the Philippines has been established to cover not only the respective areas included in the old system but also areas contributing to the “Peace and Development in Mindanao,” which is a long-standing challenge for the Philippines and is a priority area for Japanese aid. In the second phase, in addition to the priority areas for Assistance Policy to the Philippines, “Achieving Sustainable Economic Growth through Further Promotion of Investment” and “Overcoming Vulnerability and Stabilizing bases for Human Life and Production Activity,” a Sub-Program focused on “Peace and Development in Mindanao” for the establishment of the new autonomous Bangsamoro government scheduled for 2016 has been set up. Said Sub-program is named “Regional Development in Mindanao /Support for Establishment of Bangsamoro Autonomous Government,” and “Public Policy” and “Infrastructure Development/ Industrial Development” have been added as development issues (Components) (see Table 6).

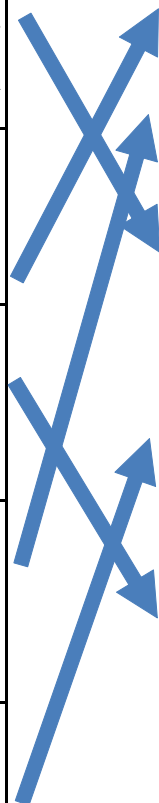
**Table 6 : Comparison of the Frameworks for the First Phase and Second Phase of JDS New System in the Philippines**

**The first phase of the JDS new system**

Sub-Program	Component	Target Organizations
<b>1. Capacity Enhancement of Administrative Institution</b>	<b>1-1. Support for Good Governance (7)</b>	National Economic and Development Authority, Office of the President, Department of Finance, Department of Budget and Management, Department of Foreign Affairs, Department of Justice, Department of the Interior and Local Government (inc.LGUs), Department of Labor and Employment, Department of Health, Department of Education, Department of Social Welfare and Development, Technical Education and Skills Development Authority, Civil Service Commission, Commission on Higher Education, Senate of the Philippines, House of Representatives, Commission on Audit, Office of the Ombudsman, Philippine National Police, Philippine Coast Guard, National Council on Disability Affairs, Land Bank of the Philippines, Commission on Information and Communications Technology, National Computer Center
	<b>1-2. Support for Agriculture and Rural Development/ Small and Medium-sized Enterprise for Improvement of Livelihood (3)</b>	National Economic and Development Authority, Department of Agriculture, Department of Agrarian Reform, National Irrigation Administration, Department of Trade and Industry, Department of Science and Technology, Department of Labor and Employment, Department of the Interior and Local Government (inc.LGUs), National Water Resources Board, Development Bank of the Philippines, Land Bank of the Philippines, Local Water Utilities Administration, People's Credit and Finance Corporation
	<b>1-3. Regional Development Administration in Mindanao (4)</b>	National Economic and Development Authority, Autonomous Region in Muslim Mindanao, Office of the Presidential Advisor on the Peace Process, Mindanao Development Authority, Department of the Interior and Local Government (inc.LGUs exclusively located in Mindanao (Region IX-XIII)), Other Regional Offices of National Government located in Mindanao, Target non-government organizations in conflict-affected areas in Mindanao
<b>2. Sustainable Economic Growth Aimed at Creating Employment Opportunities</b>	<b>2-1. Support for Financial Reform and Investment Promotion Policy (3)</b>	National Economic and Development Authority, Office of the President, Department of Finance, Department of Budget and Management, Department of Trade and Industry, Department of Foreign Affairs, Philippine Economic Zone Authority, Subic Bay Metropolitan Authority, Technical Education and Skills Development Authority, Board of Investments, Senate of the Philippines, House of Representatives, Bangko Sentral ng Pilipinas, Development Bank of the Philippines, Land Bank of the Philippines, Philippine Overseas Employment, Administration, Overseas Workers Welfare Administration
	<b>2-2. Development of Basis for Economic Growth (3)</b>	National Economic and Development Authority, Department of Public Works and Highways, Department of Transportation and Communications, Department of Environment and Natural Resources, Department of Energy, Department of Trade and Industry, Department of Science and Technology, Department of Tourism, Department of National Defense, Department of the Interior and Local Government (inc. LGUs), Philippine Economic Zone Authority, Bases Conversion Development Authority, Subic Bay Metropolitan Authority, Metropolitan Manila Development Authority, Commission on Information and Communications Technology, National Computer Center, Land Transportation Office

**The second phase of the JDS new system**

Sub-Program	Component	Target Organizations
<b>1. Sustainable Economic Growth Aimed at Creating Employment Opportunities</b>	<b>1-1. Support for Financial Reform, Investment and SME Promotion Policy (5)</b>	National Economic and Development Authority, Office of the President, Department of Finance, Department of Foreign Affairs, Department of Trade and Industry, Department of Labor and Employment, Department of Tourism, Philippine Economic Zone Authority, Board of Investments, Bangko Sentral ng Pilipinas, Land Bank of the Philippines, Development Bank of the Philippines, People's Credit and Finance Corporation, Technical Education and Skills Development Authority
	<b>1-2. Capacity Development of Government Officials, in Relation with the Focus Activities Conducted to Achieve Sub Program 1 (6)</b>	Department of Agriculture, Department of Agrarian Reform, Department of the Interior and Local Government (inc.LGUs), Department of Health, Department of Social Welfare and Development, National Irrigation Administration, Commission on Higher Education, Civil Service Commission, Commission on Audit, Office of the Ombudsman, National Water Resources Board, Local Water Utilities Administration,
	<b>1-3. Enhancement of Expertise of Government Officials in the Areas of Transportation Infrastructure (3)</b>	Department of Public Works and Highways, Department of Transportation and Communications, Department of Environment and Natural Resources, Department of Science and Technology, Department of Energy, Philippine Economic Zone Authority, Civil Aviation Authority of the Philippines, Bases Conversion Development Authority, Metropolitan Manila Development Authority, Subic Bay Metropolitan Authority, Commission on Information and Communications Technology, Land Transportation Office, Light Rail Transit Authority
<b>2. Regional Development Administration in Mindanao / Support for Establishment of Bangsamoro Autonomous Government</b>	<b>2-1. Public Policy (3) (2 slots prioritized for Bangsamoro)</b>	For the Slot Prioritized for Bangsamoro; Bangsamoro Transitional Commission, Bangsamoro Transition Authority, Bangsamoro Government, Autonomous Region in Muslim Mindanao, LGUs in Bangsamoro areas, Target non-government organizations in conflict-affected areas in Mindanao
	<b>2-2. Infrastructure Development / Industrial Development (3) (2 slots prioritized for Bangsamoro)</b>	For the Slot for Other Organizations; Mindanao Development Authority, Department of the Interior and Local Government, (inc.LGUs exclusively located in Mindanao (Region IX-XIII)), Other Regional Offices of National Government located in Mindanao



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

### **(1) Operating Committee**

The implementation system, functions and roles of the Operating Committee were explained at the meeting of the Preparatory Survey (based on Appendix 4), which started in August 2014, and approved by the government of Philippines. At the meeting, NEDA was chosen to chair the Operating Committee, based on the fact that NEDA had been playing key role on recruitment and dispatch of JDS participants since the launch of JDS project and was expected to continuously take an active role in the JDS project, and it was also agreed upon that the Embassy of Japan in the Philippines would continue to chair the committee as Co-Chair (see Figure 2).

The Operating Committee consists of the Philippines members (NEDA, CSC, Department of Foreign Affairs), and the Japanese members (Embassy of Japan in the Philippines and JICA Philippines Office), and it was agreed that the Operating Committee would discuss on implementation and operation of JDS project.

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

#### **(a) Participation in the conference for the formulation of this program plan in the Preliminary Survey:**

- To set the priority areas (Sub-Programs) and development issues (Components) based on the national development plan of the Philippines and policies of Japan's Country Assistant Policy for the Philippines.
- To select the organizations/agencies which are deeply related to each Sub-Program and expected to directly contribute to solution of the issues as Managing Organization and Target Organizations, and to encourage them to cooperate in the formulation of the Basic Plan for the Sub-Programs (Six-year plan of JDS project).
- To formulate the Basic Plan for the Sub-Programs through the discussion among Managing and Target Organizations and Accepting Universities.

#### **(b) To select JDS participants from the candidates:**

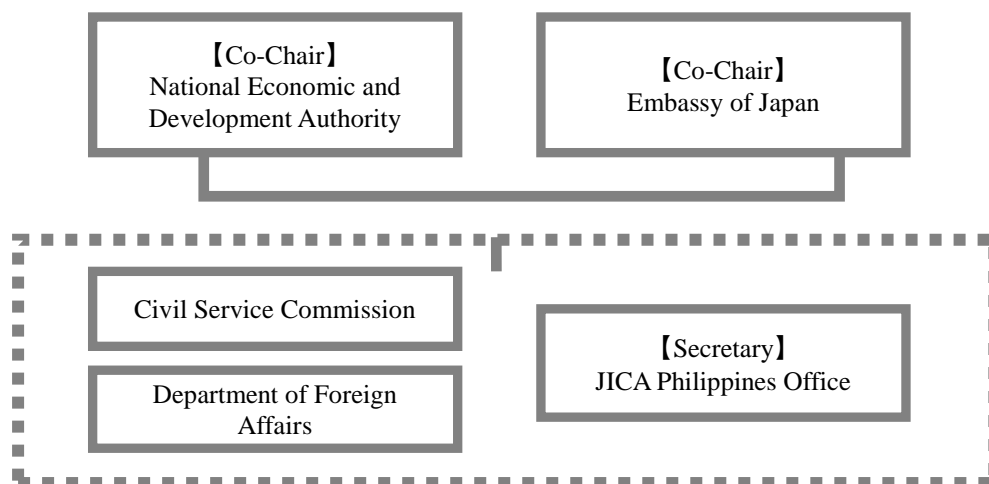
- To cooperate for smooth selection after deciding the selection policy in the Operating Committee.
- To implement the 3rd selection (Comprehensive Interview) and decide/approve the final successful candidates in the Operating Committee meeting.

#### **(c) To encourage the recipient country in utilization of JDS returned participants and following them up:**

- To consider how to utilize the JDS returned participants effectively and follow them up to make full use of the program.

(d) To review other matters related to the management and implementation of this project:

- To consider other matters necessary for operating and managing the project



**Figure 2: JDS Operating Committee of the Philippines**

## (2) Target Organizations

Under the new system, the governmental organizations which are most deeply related to the relevant development issue are set as Target Organizations in each Sub-Program, so that the most relevant government officials can be trained intensively. Given the recent socio-economic situation of the country, it was agreed upon that the JDS project should clarify development issues which must be tackled by JDS project in the Philippines. To this end, it has been decided not to set a wide range of organizations as target organizations as had been done in the previous phase, and focus only on government agencies that are expected to directly contribute to resolving respective development issues. In addition, it was also proposed and agreed upon that five new organizations and non-governmental organizations in the conflict-affected areas in Mindanao should be added with a view to developing human resources who can play leadership roles in the new Bangsamoro government, which is scheduled to be established in 2016. This is expected to enable the JDS project to increase the effectiveness of JDS project by attracting excellent students who can contribute to resolving various development issues in the future.

On the Preparatory Survey, NEDA was selected as a Managing Organization, which expected to play a key role to solve development issue of each Sub-Program/Component with Target Organizations. The Managing Organization is expected to manage Target Organizations of each Sub-Program/Component to promote the ownership of the Government of the Philippines in recruitment and the enhanced relationship with accepting universities.

In addition, the Supplementary Survey of the Target Organizations was conducted with the questionnaires shown below, in order to find actual situation [necessity of human resource development in priority area/development issue in the Target Organization, the roles, number of

employees (breakdown by job class) of the Target Organization, the number of potential JDS candidates in the Target Organization (e.g., number of employees who meet qualifications and requirements, such as English proficiency) and others] of Target Organizations.

(a) Method of Supplementary Survey

After the Preparatory Survey started, the questionnaires were sent in the middle of October 2014 to the organizations which were considered as candidate Target Organizations and asked for responding to the questionnaires. The hearing on (b), collection of questionnaires and follow-ups were also carried out by individual visits to Target Organizations during the period of recruiting candidates.

(b) Contents of Supplementary Survey

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

(c) Organizations Surveyed

The Supplementary Survey was conducted targeting 47 Target Organizations with questionnaires and by individual visit. Among 47 concerned organizations, 29 organizations responded to the questionnaires and the results of hearing were obtained from 28 organizations through individual visits.

(d) Summary of the Results of Supplementary Survey

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

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

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

2) Availability of Potential Candidates

According to the survey results<sup>14</sup>, staff members aged below 40, in other words JDS project

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<sup>14</sup>The number of personnel by age was calculated; since no such data was available for some target organizations, the number was calculated based on the data collected from 26 organizations. The total number of permanent employees in the 26 organizations was 73,036, of which



targets, account for about 24% of the total number, showing that availability of potential candidates is relatively limited.

As suggested by the above survey results, target organizations have actually requested that: 1) the age requirement should be raised (to around age 45) and 2) the system should be changed to allow participants to finish their studies in one year, not in two years, or a one-year course should be added. The major reasons are that target organizations do not have an adequate number of young government officials who are eligible for JDS project due to the Rationalization Plan mentioned earlier and that Target Organizations are suffering from an overall manpower shortage. Particularly, there are cases in which those who wish to apply to JDS project cannot get their superiors to recommend them for JDS project because of staff shortage in regional offices, which are even more understaffed than central offices.

With regard to raising the age requirement, since government officials aged 40 or more are already in the position of Division Chief or equivalent, such candidates can contribute to formulating and implementing policies immediately after they return to the Philippines. This will lead to early recognition of the outcome of JDS project; therefore, it can be a good idea for JDS project to target officials aged up to 45.

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

As described above, there is a Executive Order requires all Filipino government officials to sign Scholarship Service Contract with the belonging organization before their departure for training/studies abroad and return to their original organizations to work for them for twice the length of their studies abroad<sup>15</sup> (for four years when they have studied abroad for two years) after coming back to the country. Consequently, the reinstatement rate of JDS returned participants has been kept high in the Philippines, where the JDS project is targeted at government officials. Particularly, the reinstatement rate rose to 100% after the launch of the JDS new system.

Each government organization requires their staff members to submit an action plan for after returning to the Philippines, named “Entry Plan,” before signing a Scholarship Service Contract with them, in order to make them more aware about what contributions they should make after coming back to work while they have not departed yet. They are also required to submit another action plan, called “Re-Entry Plan,” after finishing their studies abroad and coming back to work. These action plans are submitted to their superiors and departments in charge of human resource management and scholarships and used in later personnel affairs.

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17,414 people were aged under 40.

<sup>15</sup> The number of years varies between different government agencies. According to an interview with a JDS returned participant belonging to the Supreme Court of the Philippines, employees of the court are required to work for it for four years after returning from studying abroad for one year.

In addition, some government organizations provide staff members who have returned from studying abroad with the opportunity to deliver “Echo-Seminars” for staff members of their own organizations, so that they can communicate what they have learned and give back benefits from their studies abroad to their original organizations.

However, the interviews and questionnaires result show that JDS returned participants tend to have difficulty getting promotions, as they have to wait for positions to open up. According to interviews with JDS returned participants who have been promoted to Division Chief or a higher position, it was confirmed they have played key role in their belonging organizations, which are described in “3-1-1. Evaluation by JDS Participants in the Philippines.”

It was confirmed at the on-site discussion that monitoring and evaluation of JDS returned participants would be carried out at the initiative of the government of the Philippines in cooperation with the government of Japan. Particularly, those involved in the JDS project on the Filipino side are expected to exert necessary influence on the target organizations and monitor the activities of JDS participants after returning home. In addition, it is essential that those involved with JDS project, including the Operating Committee, accepting universities, and JDS returned participants themselves, should work organically to provide JDS participants with follow-up support after they have returned to the country, as described later in “2-5. Follow-ups of the Project.”

With respect to availability of training and scholarship programs provided by other donors, governmental organizations have different situations as described in “1-4. Trend of Other Donor’s Aid.” However, the target organizations are all interested in development of their staff members and understand its importance, and it was confirmed that there were human resource development needs.

#### 4) Comments and Requests for the JDS Project

As described earlier, target organizations have requested that: 1) the age requirement should be raised and 2) a one-year course should be added. Besides these, there have also been other requests such as that 3) target organizations should be added also to the components to which better match their mandates, and 4) the application documents should be simpler.

As one of the example of 3), National Food Authority and National Irrigation Administration raised their comments that there was a mismatching between the mandates of their organizations and the allocated Component. Those two organizations were formally attached under Department of Agriculture but after the Presidential Decree issued in May 2014, those organizations were re-organized under Office of the President, which is allocated only for Component1-1 “Support for Financial Reform, Investment and SME Promotion Policy” under the new phase.

Several other organizations also suggested revision of the framework should be made in order for applicants to apply for Components that matches the mandates of their job, regardless of the allocation.

In the questionnaire and interview surveys with JDS returned participants, there were requests also from non-targeted organizations (including the Senate and the House of Representatives) that they should also be set as target organizations. Particularly, these requests often arose from comparison with the Australia government's scholarships. This suggests that alterations of the JDS system needs to be considered to make it better suit the needs of Target Organizations, so that JDS project can achieve a competitive advantage.

No negative comments have been received about the JDS project itself, while a lot of positive comments have been made. Some organizations have expressed their appreciation to JDS project, referring to how much JDS returned participants have achieved.

### (3) Accepting Universities

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

#### (a) Determination of Accepting Universities

Prior to the Preparatory Survey, JICA presented proposed target priority areas/development issues<sup>16</sup> of JDS project of the Philippines to the universities having previously accepted the JDS participants or other universities wishing to accept the participants, and asked each university to submit the proposals regarding the concerned country or issues which they wish to be involved. As a result, 51 proposals in total were submitted from 34 graduate schools of 25 universities.

JICA headquarters and Philippines Office evaluated the contents of the proposals from respective universities and the experience of accepting international students including the JDS participants and others. After that, in the Preparatory Survey, JICA presented the proposals (short list) of the universities in each Component to the government of the Philippines and the Accepting Universities were finally agreed after discussion between the survey team and the Operating Committee (see Table 7).

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<sup>16</sup> They are a list of the background of issues, associated JICA programs and identified needs in the JDS corresponding to the target priority areas of the target countries determined based on the result of the discussion between JICA and the target country.

**Table 7: Accepting Universities of JDS in the Philippines**

Sub-Program	Component	Accepting University	Graduate School
1. Sustainable Economic Growth Aimed at Creating Employment Opportunities	1-1. Support for Financial Reform, Investment and SME Promotion Policy	International University of Japan	Graduate School of International Relations
		Kobe University	Graduate School of International Cooperation Studies
	1-2. Capacity Development of Government Officials, in Relation with the Focus Activities Conducted to Achieve Sub Program 1	Meiji University	Graduate School of Governance Studies
		International Christian University	Graduate School of Arts and Sciences
	1-3. Enhancement of Expertise of Government Officials in the Areas of Transportation Infrastructure	Nagoya University	Graduate School of Environmental Studies
2. Regional Development Administration in Mindanao / Support for Establishment of Bangsamoro Autonomous Government	2-1. Public Policy	National Graduate Institute for Policy Studies	Graduate School of Policy Studies
	2-2. Infrastructure Development / Industrial Development	Hiroshima University	Graduate School for International Development and Cooperation

**(b) Discussion and Exchange Views with Government of the Philippines**

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

- To share perceptions of the issues and the measures for human resource development of the target country through the exchange of opinions with the concerned parties

- To reflect perception of Accepting Universities to the Basic Plan for the Sub-Programs through selection of the first batch candidates in the second phase (the 13<sup>th</sup> batch) and exchange of opinions with the concerned parties
- To obtain information on the situations of the concerned issues and the needs for human resource development so that Accepting Universities can plan and formulate the program (Special Program<sup>17</sup>) specially organized for the Sub-Programs/Components of the country.

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

#### (c) Acceptance of JDS Participants and Support for Utilization after Return to the Country

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

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

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

Through the discussion of the Preparatory Survey, target priority areas (Sub-Programs) and development issues (Components) on the JDS project were selected, sufficiently considering the consistency with the Philippines national development plan, Japan's Country Assistance Policy, and ongoing JICA's projects. Based on the Supplementary Survey of Target Organizations in the

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<sup>17</sup> The Special Program is conducted with additional fees provided to Accepting Universities apart from the tuition fees. It includes special courses or seminars to offer the JDS participants the direct additional values in addition to the existing courses offered by the university, and courses that offers programs specializing in the development issues of the target country. To implement the Special Program, Accepting Universities are requested to submit the activity plan and implementation plan, and its implementation will be confirmed after the approval by the government of the target country.

Preparatory Survey and proposals submitted from those Accepting Universities, the Basic Plan for two Sub-Programs and five Components were respectively formulated. The final plans for the Basic Plan were formulated after the discussion between faculty members of Accepting Universities and the Target Organizations in the Philippines during the Technical Interview in the selection process (see Appendix 6).

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

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

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

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

- (1) Basic Information
- (2) Background and Needs (Positioning of the JDS Project in the Development Policy of the Philippines)
- (3) Japan's and JICA's ODA Policy and Achievement (including the JDS)

## 2. Cooperation Framework

- |   |   |                           |
|---|---|---------------------------|
| (1) Project Objectives                                    | (2) Project Design                                      | (3) Verifiable Indicators |
| (4) Number of JDS Participants and Accepting Universities |   | (5) Activity              |
| (6)-1 Inputs from the Japanese Side                       | (6)-2 Input Duration and the Number of JDS Participants |                           |
| (7) Inputs from the Philippines Side                      | (8) Qualifications and Requirements                     |                           |

After the consultation with the Operating Committee, the “Qualifications and Requirements of JDS Applicants” described in the above-mentioned Basic Plan for the Sub-Programs were set as shown below.

## Qualifications

- 1) Nationality: Citizens of the Republic of the Philippines
- 2) Age: Between 22 and 39 as of April 1<sup>st</sup> in the year of dispatch (in principle)

### 3) Academic Background:

- Should have a Bachelor's degree relevant to the target field
- Applicants are required 16 years of formal education (in principle), however, relevant academic / research career or working experience can be considered as the alternative to meet the requirement

### 4) Work Experience:

- Currently employed in the Target Organizations (including attached Agency/ Organization)
- Has permanent status
- Has 2 years of work experience, particularly in work relevant to the selected Component, at the time of application
- Has a performance rating of at least 'Very Satisfactory' for the last 1 year in the organization

<For the Slot Prioritized for Bangsamoro under Sub-Program 2>

- Currently employed in the particular target organizations including respective target non-government agencies to be endorsed by Bangsamoro Transition Commission upon application
- Has permanent status or its equivalent (in principle)
- Has 2 years of work experience particularly in work relevant to the selected component at the time of application (in principle)

### 5) Others

- Those who are enlisted military personnel are ineligible
- Has not been awarded foreign scholarships for Master's degree
- Has a good command of English at graduate school level
- Must be in good health, both mentally and physically
- To conclude Scholarship Service Contract between Belonging Organization (referred to under Executive Order 161). For applicants from Bangsamoro related organizations shall conclude a contract equivalent to Scholarship Service Contract between the belonging organizations
- Applicants from Bangsamoro related organizations shall be endorsed by Bangsamoro Transition Commission (BTC) upon application (except for government employees). Has strong intention to contribute to Bangsamoro Government after return to the Philippines

It was confirmed that those Sub-Programs and Components are associated with the Philippines' development issues and the Country Assistance Policy (see "3-5 JDS Project and Development Issues, and Conformity with the Country Assistance Policy" for details), and these were officially agreed as priority areas/issues to be tackled on the JDS project during the discussion on the local survey conducted in September 2014 (see Appendix 4 for details).

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

After considering the maximum number of JDS participants in each of the four consecutive years from fiscal year 2015 onwards proposed by the Japanese government in March 2014 (20 participants per year), the maximum number of acceptable participants by Accepting Universities proposed on their questionnaires, and the most appropriate program to solve the issues of each Component, the accepting number (proposal for six years) in each Sub-Program/Component was decided through the survey as shown in Appendix 5. Based on it, the first batch candidates in the second phase (the 13<sup>th</sup> batch) were recruited and selected.

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

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

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

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

After the JDS participants return to the country, taking into consideration that main objectives of the JDS project include contribution of the JDS returned participants to the solution to development issues of the country as well as the development of the human network, the government of the Philippines shall hold a Presentation Seminar after the JDS participants return to the country in order to acknowledge their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange and cooperation with Japan. At returning of JDS participants, NEDA informs the JDS participants' graduation and their return to the Philippines to the respective belonging organization, encouraging those organizations to enable them to work actively at the core of governmental organization so that the effects of the project will become apparent.



When the provision of an office space was requested to NEDA as the executing agency of JDS project, NEDA answered that it was difficult to ensure availabilities in NEDA as well as in other relevant organizations. On the other hand, it was confirmed that NEDA continuously provides with meeting rooms when the Operating Committee meeting is held.

### 2-4. JDS Project Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS project from fiscal 2015 onwards as the result of the Preparatory Survey, the project will presumably be implemented for the next six years according to the schedule shown in Figure 3 below. More specifically, following the conclusion of the Exchange of Notes (E/N) and Grant Agreement (G/A) every year, JICA will recommend a consultant entrusted to conduct said Preparatory Survey as the “agent” to the government of the Philippines. The agent will conclude a contract with the government of the Philippines to implement JDS project on behalf of the government.

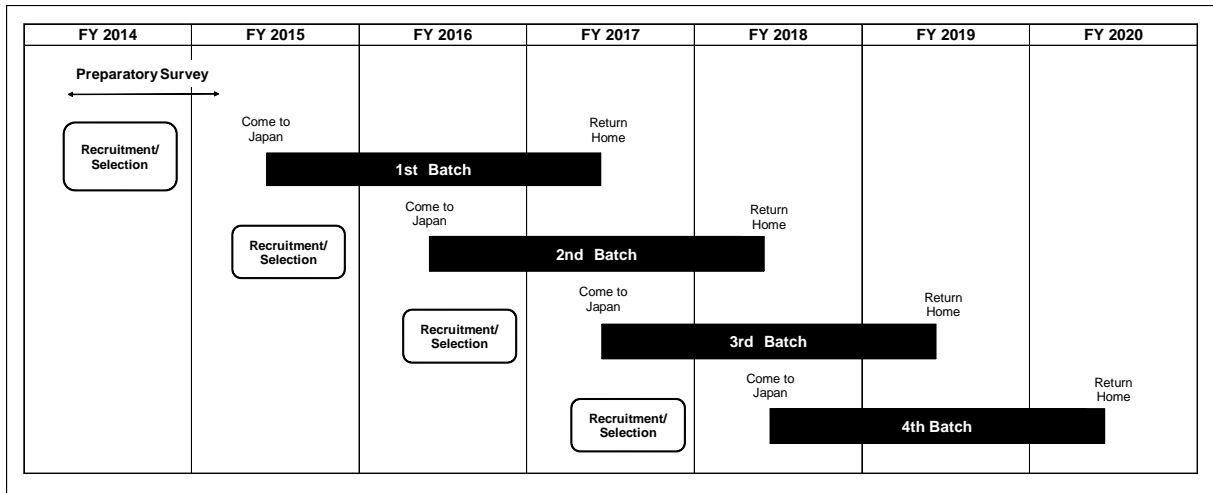


Figure 3 : Implementation Process

### 2-5. Follow-ups of the Project

The purpose of JDS project is “to help young governmental officials who are involved in the socio-economic development of the Philippines and are expected to play important roles in the future, through providing them with the opportunity to earn a Master’s degree from Japanese graduate schools, to contribute to resolving development issues facing their country as core human resources after returning from Japan, as well as to stronger partnership between the Philippines and Japan in the future by building up personal network.” To accomplish the purpose, it is necessary to provide various follow-ups to JDS returned participants, in addition to encouraging them to study and acquire specialized knowledge and building human network in Japanese universities. The effective follow-ups will largely depend on understanding, cooperation and voluntary efforts by the government of the Philippines and the concerned parties involved in the JDS project.

The JDS was introduced to the Philippines in 2002. As of January 2015, a total of 219 JDS participants have returned to the Philippines after their studies in Japan (from the 1st to 10th batches). As described above, Executive Order No. 161 requires all Filipino government officials to sign Scholarship Service Contract with the belonging organizations before their departure for training/studies abroad and return to their original organizations to work for them for prescribed lengths of time after coming back to the country. This is the reason that the reinstatement rate of JDS returned participants has been kept as high as over 90% and even rose to 100% after the launch of the new system. 28 JDS returned participants have become promoted to Division Chief level or a higher, the primary qualification for which is having a Master's degree, or a position equivalent to it, after returning from Japan. It has also been heard that JDS returned participants have been sharing the knowledge and experiences they have acquired through their studies in Japan and putting them to effective use in development and management of younger staff members.

After returning to the country, JDS participants are required to attend a Presentation Seminar in which they report to the Operating Committee on what they have learned from their studies in Japan, their career and action plans taking advantage of such outcomes, and human networks they have built up during staying in Japan, as well as to what degree they have attained the project goals (acquisition of expertise necessary to resolve development issues through earning of Master's degree), and their supervisors explain how these JDS participants are now utilized in their organizations. This is also an occasion for a lively question and answer session between the returned participants, Operating Committee members and other attendees.

As for alumni activities, the alumni association exclusively for former JDS participants, which had been organized to be run independently by JDS returned participants themselves, was integrated with other JICA training alumni associations into JAAP (JICA Alumni Associations in the Philippines) towards the end of 2012. As part of its activities, JAAP joined this year's recruitment activities for encouraging applications by hosting a tutorial seminar delivered by returned participants to provide seminar participants who were planning to apply or considering applying with information and guidance on how to write a research plan and what to remember when making it. As research plans are one of the most valued criteria for application documents screening, it is hoped that this seminar, which went a step further from just sharing experiences, as had already been done in promotion seminars, to provide beneficial information to applicants and can add to the achievements of JAAP.

It is an essential element of attracting an adequate number of applicants who meet the purpose of JDS that the government of the Philippines and target organizations should have sufficient understanding of, and provide necessary cooperation in, JDS project. Particularly, given that there have been a lot of cases in the past where communication of information for JDS applicants has stopped at central government offices or human resource departments, causing delays in delivery of the information to actual potential candidates, it is important to keep in touch with JDS returned participants, so that it is possible to encourage greater understanding of JDS project from inside the target organizations by involving (making effective use of) JDS returned participants who belong to the target organizations.

Besides them, accepting universities can also provide significant support. In many cases, it still takes time until information reaches actual target officials eligible for application. Therefore, JDS returned participants should play an active role, so that the understanding of JDS project is promoted in each organization with prompt delivery of information.

Moreover, strengthening follow-up support for JDS returned participants and maintaining contact with them are vital not only because they are resource persons of JDS project but also because it is important to build up networks of strategic importance to the future relationship between the two countries. More than half of the JDS returned participants who responded to the interviews and questionnaire survey, which are described later, answered that they had never participated in any JDS alumni (including JAAP) activities in the past. The most common reasons were that it was difficult for them to take the time off from work to take part in an event taking place during working hours on a weekday and/or that it was not easy for those living far from Manila to participate in an event held in Metro Manila. This suggests that some initiatives should be taken to maintain essential links with JDS returned participants, particularly with those seen as key persons, not only in the form of events but also in other forms.

JDS returned participants cooperate to conduct promotion activities and they voluntarily disseminate JDS project information within their organizations or through Social Network Service. In addition, on the promotion seminar conducted by the agent, JDS returned participants are willing to make a presentation to show their research and to share their experience of life in Japan, which is effective to promote JDS project. In order to receive more applications from Target Organizations, it is important to have close connection with returned participants and to continuously encourage them to recommend JDS project to their colleague or their subordinates.

## Chapter 3: Evaluation of the JDS Project and Recommendations

### 3-1. Evaluation by JDS Project Participants in the Philippines and the Accepting Universities

#### 3-1-1. Evaluation by JDS Returned Participants in the Philippines

A survey using a questionnaire was conducted with all JDS returned participants from the first batch who came to Japan in 2003 to the 10th batch who returned in 2014, to identify the reason for applying, thoughts on development issues, how the research plan was decided, how to (plan to) make use of the research outcomes gained from JDS participation after returning to the Philippines, etc. As a result, 54 out of 219 returned participants provided answers.

Additionally, interviews were held with six returned participants who are Division Chief level at central government office or higher, as well as discussion with about 10 returned participants at a reunion. Majority of the returned participants were in their late 30s to early 40s, playing key roles in their organizations, making use of the experiences in Japan. The JDS returned participants interviewed are shown in Table 8 below.

**Table 8 : List of JDS returned participants interviewed on this survey**

Year	Name	University	Graduate School	Current Organization	Position
2007 5th Batch	Mr. CRUZ, Francisco Relevo	Keio University	Graduate School of Media and Governance	Department of Interior and Local Government	Director IV
2007 5th Batch	Mr. LAZO, Michael Ryan Morente	Meiji University	Graduate School of Governance Studies	Office of the President	Division Chief (Presidential Staff Officer VI)
2008 6th Batch	Mr. CABANLONG, Allan Salim	Waseda University	Graduate School of Global Information and Telecommunication Studies	Philippine National Police	Chief Inspector
2009 7th Batch	Ms. VILCHEZ, Mary Rose Leyva	Waseda University	Graduate School of Global Information and Telecommunication Studies	Department of Interior and Local Government	Supervising Administrative Officer
2011 9th Batch	Mr. POLISTICO, Florande Surabia	International University of Japan	Graduate School of International Relations	Philippine Statistics Authority	OIC-Division Chief
2011 9th Batch	Mr. DELOS, REYES Francis San Juan	International University of Japan	Graduate School of International Relations	Development Bank of the Philippines	Senior Assistant Vice President

The interviews aimed to obtain specific responses from them about their present status and assigned tasks, job promotion (if any) after they returned to the Philippines, good practices of what they learned in Japan, and the achievements and advantages of the JDS project. In addition, questions related to how they decided on their research theme in terms of the relevance between development issues and their works were answered (including the availability of advice or pre-approval from their belonging organizations, relevance with the development issues, etc.)

## (1) Reason for applying to JDS Project

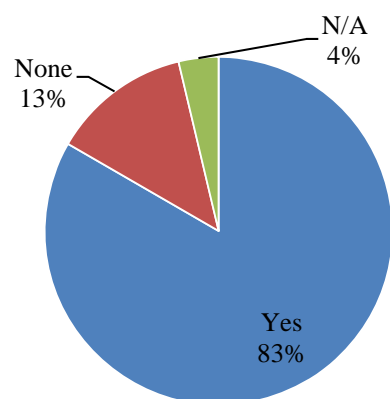
Common reasons among returned participants who responded to the questionnaire or interview were “gain expertise related to work duties for the future,” “receive international level education,” “gain a lot of experience through exposure to foreign society/culture,” etc. Additionally, some responded that they “decided to study abroad because a master’s degree is required to be promoted, but attending university’s classes while working was very difficult in the Philippines.”

For the reasons why they chose Japan as their destination, responses included “to learn from the precedent of Japan, an Asian country who achieved remarkable economic development,” “build human network within Asia by studying in Japan,” “Japan has an advantage in the field of study of their interest,” (particularly ICT and engineering), as well as some responding they “wanted to pursue their studies in Japan based on experience in the past with JICA training.”

For reasons why they actually applied, responses included “JDS project is a scholarship project exclusively for government officials,” “strongly recommended by returned participants in governmental organizations,” and “applied after seeing newspaper ad or notice in the organizations.”

The JDS project in the Philippines has been intended for government officials from the start, requiring endorsement from a belonging organization. Thus, many governmental organizations conduct internal selection through their own scholarship committee or personnel committee. For internal selection, application for selection is made either by recommendation from the supervisor or at one’s own will, and candidates are often selected based on his/her career thus far, performance evaluation, and interview with the supervisor, internal committee, etc.

One of the factors slowing the increase in applicants may be the time-consuming internal selection/endorsement process within Target Organizations. On the other hand, the internal selection seems to secure some level of quality among the applicants.

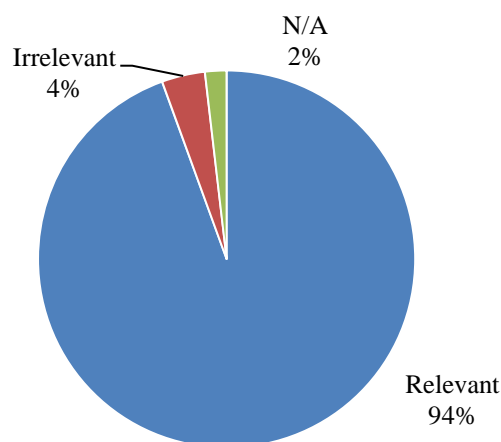


**Figure 4: Internal Selection and Endorsement in the organization (n=54)**

## (2) How to decide a research plan

Many returned participants responded that they decided on a research plan related to their work duties on their own. Responses to the questionnaire survey found many cases where the plan was decided by digging deeper into development issues found through one’s work duty, while some chose a field of interest from Philippines’ development issues, and consulted their organization to decide on a research plan.

Many returned participants consulted their professors during their studies and changed their research plan. Meanwhile, some responded that they always considered relevance to their organization and consulted their organizations as well before ultimately changing the plan. A returned participant from the Department of Interior and Local Government who studied Public Administration at the Graduate School of Media and Governance of Keio University was responsible for sending out information to local governments as the information officer for the Department, and chose the university by creating a research plan which contributes to “a more open local government.” However, after entering the university and consulting with the professor, the focus of the study was shifted to the issue of informal settlers, which was one of the major issues of the Philippines.

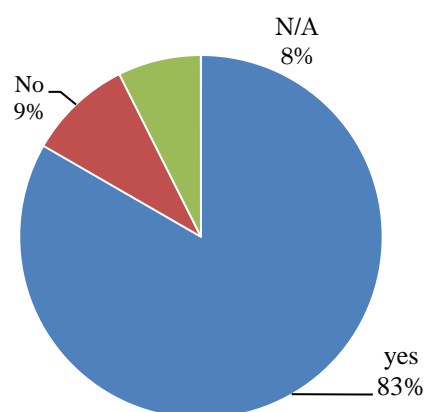


**Figure 5: Relevance between Development Issue or Work at the Selection time and Research Plan (n=54)**

Thus, it was confirmed that through work duties, research plans were selected that led to proposals for ways to resolve Philippines’ issues or increase in capability of their original organizations.

### (3) Utilization of the research achievement obtained through JDS Project

Among JDS returned participants who replied to the questionnaire, more than 80% answered that they were utilizing the outcome of JDS project at the workplace. Among the JDS returned participants interviewed, there was a person who studied at Graduate School of Governance Studies, Meiji University, with regard to evaluation of yen-loan-financed projects. After returning to the previous job at the Presidential Management Staff of the Office of the President, he was assigned to a division relating to monitoring and evaluating projects. His job then included inspecting local project sites with the President and reporting the evaluation of government projects in relation to creating sector-based presidential briefing documents. He is fully utilizing what he has studied in Japan.



**Figure 6: Utilization of JDS Outcome at Work Place (n=54)**

Another returned participant interviewed who studied ICT at the Graduate School of Global Information and Telecommunication Studies of Waseda University, is involved in the planning and

proposal of IT projects around cyber security in particular, and development of ICT technology strategy plans after returning to his post at the Philippine National Police (PNP), practicing the research outcome. Currently, he is contributing to the development and introduction of “PNP Crime Mapping,” which records crimes in Metro Manila, and is expected to be used to provide information to residents, as well as allocate police officers and implement projects for crime prevention. Additionally, the participant’s success has been notable, serving as advisor to the Commission on Information and Communication Technology under Department of Sciences and Technology, as well as being chosen as one of the top 10 best police officers in 2014.

#### (4) Involvement with Japan after return to the Philippines

Involvement with Japan in terms of work varies widely depending on the role of the government organization and the department which they belong to. NEDA, the executing organization for international assistance and the executing agency of JDS project has dispatched 25 participants. Due to the role of the organization, many participants become involved in JICA-related projects, and one returned participants are assigned at the Asia Pacific Division, Public Investment Staff (PIS), which currently has jurisdiction over JDS project, while participants in other departments responded that they are involved in JICA projects as well. Additionally, a returned participant was in charge of JICA’s “Development of Human Resources in the BIR” implemented from 2008 to 2011 in the Bureau of Internal Revenue, while there were returned participants at the BSP who responded that they were assigned to deal with participants from Japan at international conferences the bank was involved in, and returned participants who responded that they are in charge of coordinating with Japanese sovereign bond credit rating agencies.

While there are returned participants who are successful counterparts for JICA and Japanese companies, several returned participants have been sent to the Philippine Embassy in Tokyo. Those examples indicate that the original governmental organizations also value the returned participants for relationships with Japan. Additionally, some returned participants who are involved in coordinating with multiple governmental organizations in their work duties commented that they utilize the network of returned participants across organizations around their professors or universities.

Furthermore, many returned participants responded that they are still generally in touch with their professors and schoolmates today. Some returned participants take leadership in the university’s alumni association in the Philippines, playing a role in building good relationship with the university.

#### (5) Advantages and merits of JDS project

Common responses from returned participants were “receiving international level education was an extremely beneficial experience for me,” “studying in Japan widened my view, enabling me to see things from various perspectives,” “I was able to learn about Japanese discipline,” etc. Among the returned participants interviewed, many commented that “a big plus was that by studying in Japan

where foreign students gathered from various countries, and being exposed to different cultures and opinions was an opportunity to rethink about myself, my current work duty, my own society and culture,” which is an indication of the high educational benefit in a broader sense including mentality and attitude, not limited to education directly linked to the field of study. In particular, improvement in their attitude is valued highly by the belonging organizations, with some persons in charge at organizations commenting about their visible changes after studying in Japan that influenced other staff as well, such as not being late, coming to work in proper attire, etc. The benefits of studying in Japan that are not limited to academics were observed.

#### (6) Comparative advantages, challenges and improvements of JDS project

When asked about the comparative advantage of JDS project and scholarship programs by other donors, many responded about: 1) consistent support available from before and after arriving in Japan, 2) scholarship project specializing in government officials, 3) opportunity to learn in the Japanese educational system, high standard of discipline, Japanese culture, hospitality, spirit of service, 4) opportunity to learn about “group harmony” rather than “individual,” 5) availability of international network of other foreign students including JDS participants from other countries. Particularly, many of the returned participants, both interviewed and those who responded to the questionnaire answered that support before arriving in Japan and throughout the stay is a benefit, stating that this is a strength not provided in other schemes.

On the other hand, desires such as 1) enhance internship systems in Japanese governmental ministries and agencies, prefectural governments, municipal offices, and companies in relevant fields, 2) reinstate months-long Japanese language training around the time of arrival in Japan, 3) support after returning to the country (alumni activities, going on to doctoral courses, career supports) were listed as challenges and improvements of the JDS project. As for Japanese language training, participants from the old system period commented that it was one of the major benefits of JDS project, while those who participated after the transition to the new system commented “the courses are normally too packed to take Japanese classes during the program, but Japanese language skills are expected when returning from studying 2 years in Japan. As a tool for studying in Japan, networking, as well as for maintaining and strengthening connections with Japan after returning to the country, reinstating of Japanese language training prior to entering the university is strongly desired.”

### **3-1-2. Evaluation by Accepting Universities**

Hearing survey conducted to study the merits and impacts for the seven graduate schools at the six Accepting Universities which have accepted JDS participants from the first phase of the new system in 2011.



### (1) Changes in Commitment to Studies of JDS participants from the Philippines under the New System

In the Philippines, participants were limited to government officials since 2007, during the time of the old system. Therefore, there were no responses indicating major changes in participants' commitment among the universities surveyed. However, International Christian University, which is an Accepting University for Component 1-3 "Regional Development Administration in Mindanao," responded that since issues were narrowed down to Mindanao, participants "had a strong sense of contribution to the workplace and to Mindanao's development, with willingness to contribute to Mindanao and willingness to be promoted, leading to strong sense of purpose."

### (2) Background and Purpose of Accepting JDS Participants from the Philippines

International University of Japan, Kobe University, International Christian University, and Meiji University, which accepted JDS participants since the old system all listed continuity from the old system as a reason. In other words, they hope to continue strengthening the network built thus far for another 6 years.

The Graduate School of International Development of Nagoya University, which has been accepting participants since the new system responded such as "In the past, students from the Philippines were few in the graduate school. We applied for the JDS project in the Philippines in consideration for 'diversity' in our graduate school students" and "We wanted to contribute to staff capability development at the state level and municipality level in the Philippines based on an understanding of the needs of Philippines." While Graduate School of Environmental Studies of the university responded that "Nagoya University Global Environmental Leaders Program (NUGELP) aimed for a 'mixed community,' and we decided to apply for JDS project when we struggled to recruit foreign students."

### (3) Merits and Impact of Accepting JDS Participants after the New System was Introduced

Regarding organizational impact such as globalization of university, all universities responded that there were merits and impacts.

In terms of globalization, all universities have accepted many foreign students thus far, but many responded that the diversity of foreign student increased.

Additionally, regarding the fact that JDS project targets government officials, several universities responded that "JDS participants' experience and knowledge at their workplace have high multidimensional impact on other students including Japanese students." Additionally, regarding professors at Accepting Universities, one of the responses was "the fact that the researcher (professor) and practitioner (JDS participants) have different viewpoints for the same study plan/goal is a very good stimulus" (Graduate School of International Development of Nagoya University). Additionally,

the Graduate School of Environmental Studies of Nagoya University commented about the major change in their program as a result of accepting JDS participants stating “Coordination with government organizations is critical in the field of civil engineering. Networking with government officials from developing countries is extremely beneficial for the university,” and “Thus far, we have always introduced ‘world’s first’ in our research, but JDS participants feel strongly about resolving issues in their countries. Therefore, we reviewed the instructional method within NUGELP to pay attention to matching the needs of the participant with professor resources. This change was a big lesson for the university.”

Comments on merits and impacts from other universities are as follows.

- “From the days of the old system, acceptance of JDS participants has consistently been very helpful for the globalization and mutual understanding of our graduate school/university as well as the community” (Kobe University)
- “Having foreign students in all laboratories appeals to Japanese students as well, resulting in higher reputation of NUGELP within the university.” (Graduate School of Environmental Studies of Nagoya University)
- “Some field of study became possible because of JDS participants as government official. Some information can be obtained only by JDS participants, helping cultivate new areas in the field of study.” (International University of Japan)
- “We have customized our curriculum to match the needs of JDS participants. In particular, academic writing introduced for JDS participants is helpful for all students” (Graduate School of International Development of Nagoya University)
- “There are many government officials among the Japanese students as well, so they can share their resources. It has been a great impact for Japanese students as well.” (Meiji University)

As for increase in joint research with government of the accepting country/university officials or returned participants, all universities responded of an increase. At International University of Japan, joint papers with JDS participants are frequently submitted, but with regard to returned participants, this is rarely done in many universities. The reason they list is “JDS participants have work duties as government officials when they return to the country. They are not researchers, therefore joint research is difficult.”

Kobe University responded that “if returned participants enter the doctoral program after working for a given period of time after returning to their country, it may be possible to work on joint research and publish in scientific journals.”

Effects on human network about returned participants included comments such as “government officials from other governmental organizations who formerly had no connections studying at one university is evolving into coordination between organizations in the Philippines, cooperating after

returning to the country to solve issues in the Philippines.” (Ritsumeikan Asia Pacific University)

For effects on the Accepting University, all universities responded that there was impact, for instance, networking with relevant agencies via JDS participants (including currently enrolled and returned participants) when professors visit fields, and various accommodations for field surveys.

Regarding effects on Japanese students and other overseas students, many universities responded that “Japanese students are being influenced by hard-working JDS participants, and it has been a great influence for the Japanese students to gain global perspective.” Additionally, Meiji University responded that “some Japanese students begin interacting with JDS participants, valuing the network JDS participants have.”

Furthermore, even among JDS participants, “administrative issues can be understood together by sharing the issues in each country. Thus, general views and knowledge can be obtained for becoming a human resource who can play important roles in the future of their countries.” (Graduate School of Environmental Studies of Nagoya University) This indicates that accepting JDS participants from multiple countries in the same graduate school has some secondary effects.

Regarding effect on regional revitalization, all universities responded “yes” as well. Some universities arranged networking with local governments and corporate internships. International University of Japan responded that “the International Festival hosted with the foreign students is an event citizens of Uonuma look forward to. Local residents want to become friends with elites from abroad, and some relationships continue even after the student returns home (Vietnam). Coordination with the home town is established, utilizing the university for revitalizing the town by serving local specialties and including the university in the marathon route.”

#### (4) Merits (Results) of Conducting Technical Interview in the Philippines and Discussion with Relevant Organizations

All universities stressed the need of Technical Interview, which is one of the characteristics of JDS project. Common comments raised include “knowledge of the awareness of issues and challenges at the Target Organizations is being utilized in guiding the JDS participant” and “by interviewing directly, motivation and character of the candidates can be known.” Specific responses from the universities are listed below.

- “Commitment is increased by hearing from Target Organizations and Operating Committees. Sometimes we hear complaints about the university, but this is in fact helpful information.” (International Christian University)
- “Not only can we more accurately assess their ability to pursue research in English, but also their passion for studying in Japan and their background knowledge about Japan. Thus, we feel direct interview is critical for understanding the characteristics of the candidate as a

whole. Additionally, discussions with the Target Organizations are useful as we can hear more various opinions from Target Organizations than talking with limited number of persons in charge from the organizations. It is also very beneficial to hear ideas of other universities in the same component.” (Kobe University)

- “Originally, we felt this is a big burden, but our impression changed after visiting. Some applicants had their evaluation changed completely from document screening to interview. It is extremely meaningful.” (Graduate School of Environmental Studies of Nagoya University)

On the other hand, Technical Interview is often held during busy times (such as university entrance exams) for universities. Adjusting the timing is a challenge for the future.

#### (5) Merits and Impact of Special Program

All universities valued Special Programs highly stating that they can “perform beneficial activities for the JDS participants outside the regular curriculum.” Specific responses from universities are shown below.

- “The fact that it can be used under the graduate school’s budget instead of the university’s budget is significant. Additionally, field trips to government offices are an appeal as a university located in Tokyo. On the other hand, visits to rural areas are also popular among the foreign students. They get to visit the area, interact with locals, and see the actual state of rural areas.” (Meiji University)
- “We use Special Programs to perform personnel exchange, which is one of the goals of the JDS project, through study tours etc.” (Graduate School of Environmental Studies of Nagoya University)
- “We provide an opportunity to present the master thesis to their belonging organizations just before completion. It is not only a presentation of their research, but also includes a proposal from the participants to their organizations and is very beneficial.” (Kobe University)
- “The professors visit their country before they enter the university to provide pre-departure training. It elevates their awareness towards starting of their study in Japan, preparing them better.” (International Christian University)

While there are responses like the above, as the office work involved is high in quantity and complex, there were requests to simplify the paperwork and to ease restrictions on expense items that can be used.

#### (6) Comparison with Other Scholarship Programs

There are students in the educational setting studying under other scholarships. Followings are

responses from universities on the advantages of JDS project in comparison with other scholarship programs that advisors and administrative staff feel.

- “Since they are current government officials, their vision after returning to their country is clear and they have a strong will to contribute to their countries when they return.” (International Christian University)
- “Support is very detailed from pre-departure training before coming to Japan to care after returning to their country, which contributes greatly to Japan’s presence in the target country’s key organizations, in addition to the original goal of the JDS project. Additionally, various activities are possible through the Special Program. Other scholarship schemes do not have such system.” (Kobe University)
- “We feel the three-step selection process under JDS project guarantees the quality of applicants, allowing us to select exceptional candidates.” (Meiji University)

On the other hand, responses on issues and improvements for the future included opinions about the JDS system such as “target should be expanded to include the private sector, since playing a role in political, social, and economic development are broad in developing countries” and issues around the university itself such as “the belonging organizations of the JDS participants change within the same graduate school when the accepting field changes with each phase, so we want to provide information that meets the needs of the JDS participants” were raised.

Additionally, many universities commented that “the difference in rules compared to JICA’s other projects (The Project for the Promotion and Enhancement of the Afghan Capacity for Effective Development , African Business Education Initiative for Youth, etc.) are difficult to understand, causing confusion on site.”

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

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

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

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

With respect to the indicator, "Ratio of JDS participants who obtain Master's degree" and "Enhancement of the capacity of JDS returned participants on research, analysis, policy making and project operation/ management after their return," a high completion rate has been achieved as a result of the steady implementation of the following: 1) Encouraging applications by appealing to Human Resource Office in the Target Organizations of each Sub-Program and Component as well as the human resources that match the intent of the program at the time of recruitment; 2) Selecting JDS participants on the basis of academic knowledge, relevant work experience, basic training, and potential for contribution after returning to the country; and 3) Offering various types of support and regular monitoring (namely, managing and advising on academic, lifestyle, and health issues in the form of interviews) to JDS participants in Japan.

This time, the adequacy of the JDS new system, which was introduced in 2010, will be evaluated on the basis of this survey, and its continued application in the Philippines will eventually be reviewed by the Japanese government. It is, however, necessary for the government of the Philippines and Target Organizations dispatching JDS participants to provide support during their study and, in addition, for the Accepting Universities to offer a curriculum that make ever-greater contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the Project Purpose, which is measured by the first indicator, will continue to be promoted.

Additionally, regarding the indicator "Policy formulation and implementation by utilizing the study outcomes of JDS returned participants," as described in "2-5. Follow-ups of the Project", in the Philippines, Scholarship Service Contracts are signed between the JDS participants themselves and their belonging organizations, the system is set up for the participant to return to their belonging organizations when they returned to the Philippines and make use of the knowledge and capabilities obtained in Japan. Many comment that the speed of promotion is slow, since in the Philippines, promotion to managerial positions is not possible unless the post becomes vacant. However, some returned participants have been promoted to Division Chief or Director, and many participants responded that they have been assigned to positions that may not be managerial, but with more responsibility. Many organizations<sup>18</sup> already have quite a few returned participants, and the critical

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<sup>18</sup> The examples of organizations which dispatch many JDS participants are as follows; NEDA (25 participants), Bangko Sentral ng Pilipinas (14 participants), former National Statistics Coordination Board (now merged into Philippines Statistics Authority) (14 participants), Commission on Audit (12 participants), Office of the Ombudsman (12 participants)

mass that JDS project aims at is forming, so the NEDA and CSC, which is also a member of OC should continue to actively monitor the returned participants so that they can succeed using the knowledge they gained in Japan, and eventually, contribute to the social/economic development of the Philippines.

Additionally, in the recently established new Sub-Program “Regional Development Administration in Mindanao/ Support for Establishment of Bangsamoro Autonomous Government,” development of human resources who can support the new Bangsamoro Autonomous Government aimed for establishment in 2016 is strongly expected. Stability of the area is important for the stability of the Philippines, as well as for the relationship between the Philippines and Japan. To secure the human resource who can be successful in the area after the project, exceptional human resources should be recruited and study in Japan while coordinating with relevant organizations.

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

Along with the introduction of the new system, for the purpose of a more multidimensional evaluation, a new indicator was added to the two verifiable indicators, which have been already stated in the Basic Plan for the Sub-Programs since 2010, in order to supplement evaluation at the end of the JDS project.

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

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

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

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

## (2) Method of Survey

The questionnaire survey targeting JDS participants was undertaken in the following three stages: Upon their arrival in Japan, during their study, and upon their completion of study. At the time of their arrival in Japan and during their study, preliminary reports on the periodic monitoring of the JDS participants were received. At the time of the completion of their study and shortly before their return to their home country, questionnaires were distributed and collected, instead of preliminary reports on the evaluation meetings that had been convened with the JDS participants at each Accepting University and in each graduate school. As for the JDS returned participants, JICA plans to distribute and collect questionnaires once in 4 years.

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

## (3) Use of the Survey Result

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

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

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

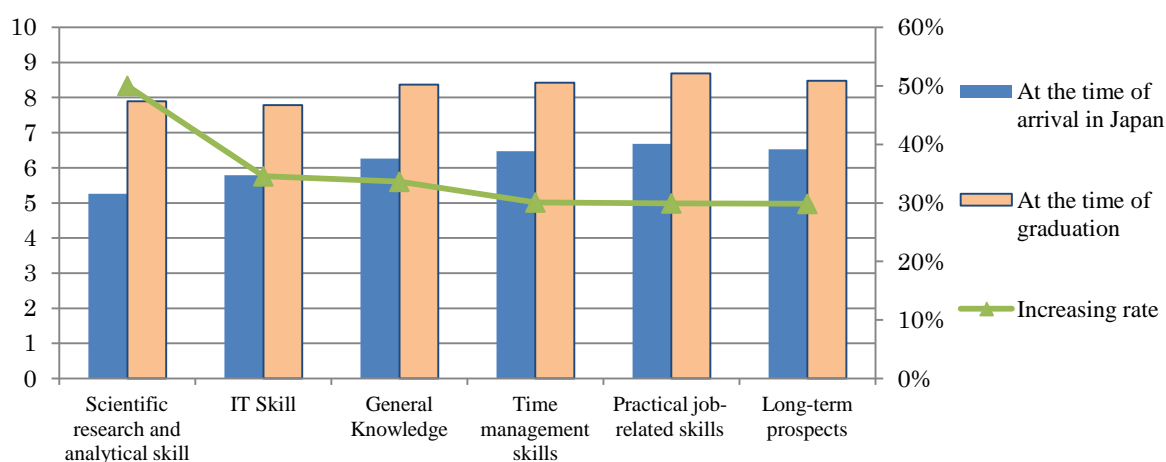
Figure 7 presents an analysis of the results of the questionnaires filled out by the 20 JDS returned participants (JDS participants who had come to Japan in 2011).

All the skills and abilities were improved at the time of completion, compared with the time of arrival



in Japan. However, in the Philippines, the especially large increase in “Scientific research and analytical skills” can be described as being characteristic. Skills such as “Time management” required for government officers in general in developing countries improved as well, seemingly through monitoring by JICE. This indicates that their understanding about Japan deepened during their stay, which is one of the purposes of studying in Japan.

Enhancement of the government officials skills through studying in Japan and additionally that have good influence and contribute to the organization is one of the JDS project outcomes. JDS returned participants are expected to utilize the skills and contribute to their belonging organizations and development issues of the Philippines.



**Figure 7: Increased Skills and Abilities of the JDS Participants from the Philippines during Their Study in Japan (between Their Arrival in Japan and Graduation)**

In addition to the questionnaire survey above, a questionnaire survey comprised of questions for 16 topics was conducted, for 65 supervisors of all JDS participants who returned to the Philippines between 2011 and 2013. Reinstatement situation of the JDS participants after their return to the Philippines are assessed as well as original survey conducted on what kind of impact they are giving to their belonging organizations in the Philippines.

As a result, for “reinstatement situation of the JDS returned participants,” in response to the question regarding promotion after return, 36% out of all responses were “I was promoted after returning to the Philippines.” Of those returned participants who were promoted, many were promoted 2-3 years after their return.

Additionally, for the question “Was there a positive change in the organization as a result of the return of the JDS participant in the organization?” which was asked to see “how beneficial the impact was for the organizations,” all respondents responded in general “there was positive change” (Figure 8).

Specifically, comments such as “returned participants gained expert knowledge compared to before studying, and the quality of their techniques improved” and “not only did the returned participant’s attitude towards work improved, but the staff in the department learned from the returned participant and the capability as a team improved” were received.

Improving skills required as government officials through studying in Japan, as well as positively influencing and contributing to their belonging organization is one of the achievements of the JDS.

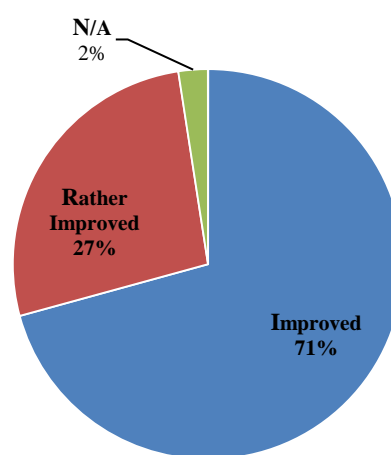
The participants are expected to apply these skills and abilities to make contributions to their belonging organizations and to the issues of development in the Philippines.

### 3-4. Recommendations

As described in “1-4. Trend of Other Donor’s Aid,” the Philippines is provided with scholarship programs from several countries. In order to achieve the JDS project objectives and to maximize its effects under such a situation, it is important to make more people become interested in applying for JDS project at first and also to secure the quality of applicants. It is necessary to acquire appropriate human resources from Target Organizations that will contribute to resolving development issues, so that they can receive high-quality education and research guidance in Japan and establish long-term relationship with Japan after returning to the Philippines.

Japanese government policies to further encourage the acceptance of students from overseas countries and unified efforts by related organizations across Japan would be desirable for securing the certain number of applicants. To advertise for JDS project in the Philippines, in particular, for the important Mindanao region, many candidates must be recruited remotely. Cooperation is very necessary with the government of the Philippines and JICA Philippines Office to vary advertising tools by utilizing government radios, newspapers, and general media to spread the information to as many potential candidates as possible.

Targeting government officials, the JDS project is a well-designed project suitable for developing human resources who contribute to resolving development issues facing the Philippines. Moreover, JDS project benefits medium- to long-term development of their country and merits which can be gained by studying in Japan should be appealed to the Target Organizations. Specifically, the JDS project has the following features that should be showcased: (i) accepting universities are positioned as project partners; (ii) a comprehensive system covering provision of advices and acceptance of students is put in place where the JDS participants can receive curriculum that meet the situation of



**Figure 8: Positive Change of Organization / Department due to Return of JDS**

their countries through the Special Programs in addition to the existing programs; and (iii) generous support including regular monitoring is provided to the JDS participants throughout their stay in Japan.

In order to increase effects of the JDS, it would be necessary to strengthen cooperation with other JICA projects, focus more on general promotion activities through establishing and utilizing continual cooperation with 219 returned participants, and recruit personnel who could be a counterpart in future JICA projects.

Issues and recommendations obtained in this survey are as follows.

(1) Obtaining candidates for JDS participants

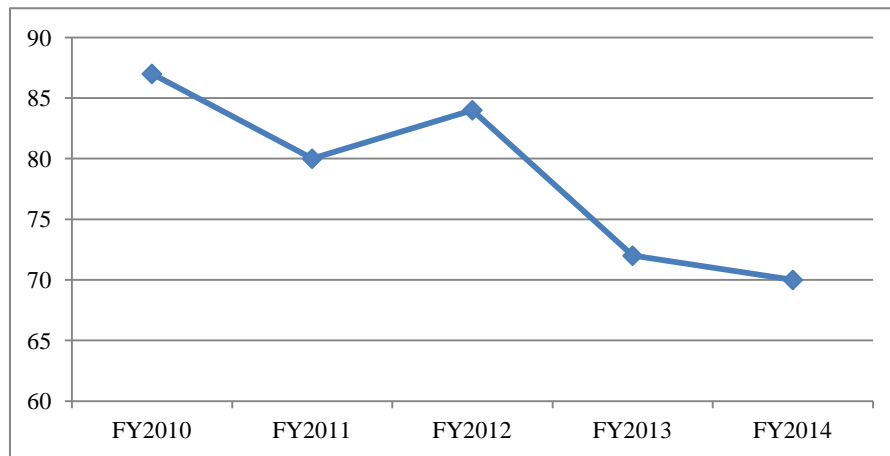
Issues and recommendations around obtaining candidates for JDS participants are described below from the viewpoint of “obtaining applicants” and “Promotion Seminars in province areas.” Table 9 shows activities of promotion seminars and recruitment in this fiscal year.

**Table 9: List of Promotion Seminars and Recruitment Activities**  
(from October 6 to December 5, 2014)

Promotion Seminar for HRD of Target Organizations	Held in Metro Manila (47 participants)
Visit each Target Organization (Held Mini Promotion Seminar or Explain about the project for HRD)	Explained JDS Project at Main and New Target Organization in Total 28 Organizations.
Promotion Seminars in Provinces	Held in San Fernando City, Pampanga, Cotabato City and Davao City in Mindanao in Total 3 times.(196 participants in total)
Tutorial Seminars	Held in Cotabato City and Metro Manila in total 3 times. (100 participants in total)
Preparation of Promotion Tools	Application Guideline, Application Forms, Posters, Flyers and JDS Website
Use of Various Media	<ul style="list-style-type: none"> <li>• Published Information on Website of OC Members, Social Media and Internal News letter of Target Organizations</li> <li>• Radio Advertisement by Bangsamoro Development Agency (Period: October 14 to 24, 2014)</li> <li>• Advertisement on Mindanao Cross(3 times in total)</li> </ul>

(a) Obtaining applicants

Since the introduction of the new system, the number of applicants has continued to decline, creating an issue since earlier years. This year, the recruitment period was even shorter, resulting in only 70 applicants after extended recruitment.



**Figure 9: Transition Number of Application from First Phase of New System**

- 1) Issues around the Sub-Program “Regional Development Administration in Mindanao/ Support for Establishment of Bangsamoro Autonomous Government”

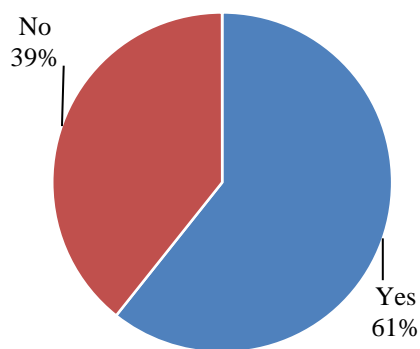
The total number of applicants for the two universities offering this Sub-Program was 18, and the ratio of applicants to slots was three times. Particularly, applicants for Component 2-2 “Infrastructure Development/Industrial Development” remained at eight, affected by recent state of affairs in Mindanao and lack of human resources in the field, and obtaining applicants will be an issue in the next year and beyond.

For recruitment next year and beyond, emphasis needs to be placed on obtaining applicants from Mindanao, by continuing cooperation from JICA Philippines Office, returned participants, and relevant local organizations such as Bangsamoro Transitional Commission (BTC).

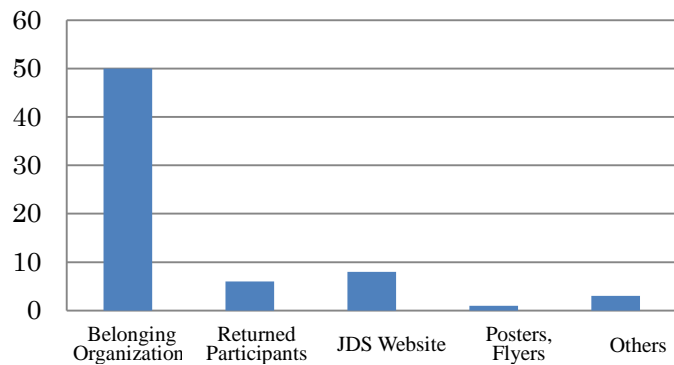
- 2) Issues around applicants for the prioritized slots for Bangsamoro

This year, 11 applicants applied for the prioritized slots for Bangsamoro. Among them, nine<sup>19</sup> applied from BTC or non-governmental organizations, but for Component 2-2 “Infrastructure Development/Industrial Development,” only two applied. A major factor is that the number of non-governmental organizations involved in this area is low. Working with relatively large-scaled organizations that are involved in the area, such as ARMM and Bangsamoro Development Agency (BDA) which is attached agency of MILF and already have human resources involved in the area, is essential for obtaining applicants next year and beyond.

<sup>19</sup> The remaining two were applicants from the Autonomous Region in Muslim Mindanao (ARMM)



**Figure 10: Participation in Promotion Seminar**



**Figure 11: Source of JDS Information**

#### (b) Promotion Seminars in Provinces

Having carried out the project for more than 10 years, JDS project is very well recognized among HR/scholarship departments in the central government offices. On the other hand, JDS project is not yet well-known in regional offices, and the transfer of information from the central offices to region is very slow.

Promotion Seminars in provinces have been held since previous years, and Promotion Seminars including in Mindanao, are valuable opportunities to promote JDS project to regional office staff. When conducting the seminars in provinces, in addition to explanation for HR personnel, visit to Target Organizations was conducted separately around the time of the promotion seminar to explain about the project.

Next year and beyond, close consultation and cooperation with Operating Committees such as NEDA and CSC are needed to keep conducting Promotion Seminars in provinces to obtain exceptional applicant from regional areas.

Additionally, as a new effort this year, three “Tutorial Seminars” on how to create research plans were held (twice in Metro Manila and once in Cotabato City) in 2014. In this seminar, returned participants were invited as lecturers to provide guidance, mostly around writing research plans, to potential applicants. Having had requests each year from applicants as well as Operating Committees to improve research plan writing, this was a major success. Continued cooperation from returned participants is necessary to be able to offer this at provinces Promotion Seminars as well.

On the other hand, Promotion Seminars in Mindanao conflict affected area depend heavily on local security situation. When it is determined that it cannot be held by JICA or an agent at the site, one option would be to have relevant organizations and local returned participants conduct the Promotion Seminar.

### (c) Commitment of the accepting universities

It is also a good idea to collaborate with the accepting universities' own activities. For example, the universities can hold promotion seminars at each Target Organization in the Philippines when JDS project provides preliminary training to JDS participants and follow-up support for JDS returned participants. The explanatory meetings can be arranged at each target organization through the cooperation of JDS returned participants who have studied in each university. Furthermore, by using the established connection with Target Organizations, each university can provide candidates with more specific information, including research details and characteristics, and find matching between the accepting universities' resources and the candidates' research needs. The matching is important to enhancing the outcome of JDS project because it directly relates to the contribution to be made by JDS returned participants. It is also necessary for JICA Philippines Office and an agent to demonstrate proactive commitment to the needs of the accepting universities.

### (2) Selection of Accepting University

The selection of Accepting Universities was conducted by JICA in a fair manner during the Preparatory Survey this year. The Philippines side has confirmed its appropriateness to a certain extent and issued their statement indicating their basic consent on the proposal made by the Japanese side. On the other hand, the Philippines side commented that the Philippine Embassy in Tokyo can be contacted for comments in future university selection processes to verify the adequateness of the Japanese proposal.

As it is assumed that direct communication and cooperation between Accepting Universities, Operating Committee members and related parties and Target Organizations will be strengthened further in the process of formulating the framework of the future project including Accepting Universities, it would be desirable that the Accepting Universities work on initiatives effective to help resolving development issues in Sub-Programs/Components throughout the period of accepting the JDS participants ranging from "before coming to Japan" to "staying in Japan for studies" and "after returning home." Additionally, if country-specific support is needed, it is important that participants are supported through effective use of the Special Program.

### (3) Issues and Factors of Volatility Facing the Establishment of the New Bangsamoro Autonomous Government

As mentioned earlier, based on the comprehensive peace agreement signed in 2014, a new Bangsamoro Autonomous Government is scheduled to be established in 2016. Sub-program 2 "Regional Development Administration in Mindanao/Support for Establishment of Bangsamoro Autonomous Government" has been introduced during this phase to develop human resources who can be responsible for administration of the new autonomous government.

Meanwhile, in light of the clash between Philippines National Police, Special Action Force and armed

insurgents in January 2015, discussions in the Senate on the Bangsamoro Basic Law to establish the new autonomous government was suspended. Situation is still unstable as of March 2015, and the process for establishing the new government may not proceed as planned, which can largely impact implementation of the project. Additionally, with the presidential election scheduled in May 2016, developments on the establishment of the new autonomous government must be followed carefully, and depending on the situation, the revision of the framework must be made to match the issues, including review of the Basic Plan for the Sub-Programs, and review and addition of Target Organizations.

#### (4) Mismatch between the Target Organization's Mandates and Components

Several governmental organizations requested that they be set as the Target Organization for other Components, since the Components they are set up with as Target Organization do not match with their mandates. As one example, among this year's applicants, a candidate was rejected due to the research plan not matching the Component nor the university curriculum, despite it matched with the Target Organization's mandate. More specifically, the candidate was from the Commission on Audit who applied for the Meiji University under Component 1-2 "Capacity Development of Government Officials, in Relation with the Focus Activities Conducted to Achieve Sub-Program 1." His research theme was related to a pension system for government officials, and a technical interviewer of the university commented that the candidate was not accepted because his research plan was related to financial policies, not governance, which did not meet requirements for the component, and because there was no academic advisor who could provide instructions to him in the school. Financial policies were included in a development issue of Component 1-1 "Support for Financial Reforms, Investment and SME Promotion Policy," but the candidate had to apply for Component 1-2 because the Commission on Audit was only eligible for Component 1-2.

For Target Organizations suspected of mismatch such as above, considerations must be made to send exceptional candidates who match the development issue better, such as continuing with the hearing study and transferring to other Components.

#### (5) Names of Component

Comments were made by applicants, Target Organizations and relevant organizations regarding the names of Component 1-2 "Capacity Development of Government Officials, in Relation with the Focus Activities Conducted to Achieve Sub-program 1" and Component 1-3 "Enhancement of Expertise of Government Officials in the Area of Transportation Infrastructure" being long and confusing. Component names must be easy to understand, particularly when explaining to potential candidates and Target Organizations during recruitment activities. Therefore, changes need to be considered similar to (4) above. Easy to understand and specific development issues should be specified, such as "Improving Good Governance Skills and Abilities" for Component 1-2 and "Traffic/ Transportation/ Electric Power Infrastructure Development" for Component 1-3.

## (6) Follow-ups of JDS Project

As described in “2-5. Follow-ups of the Project,” in order to develop a given number of sympathizers for Japan within the Government of the Philippines, and to strategically build a network which is important for future bilateral relations, follow-up for JDS returned participants must be enforced as a unified effort by related organizations across Japan. Currently, JAAP alumni activities began, combined with JICA alumni of returned trainees.

There is no scheme to provide follow-up support to JDS returned participants, and many of them have no close connection with Japan once they return to the Philippines. This does not meet the objective of “fostering a pro-Japanese group of people to contribute to enhancing the future partnership between two countries” described in the JDS Operating Guidelines. There are more than 200 JDS returned participants in the Philippines, but it is difficult to say that the objective is sufficiently fulfilled.

As stated above, maintaining connection with JDS returned participants will contribute to enhancing the partnership between two countries, and will become very beneficial to diplomatic relationship as well if JDS returned participants hold key positions responsible for formulation and implementation of policies, etc. Therefore, it is necessary to take action to establish and maintain organic relationship especially with JDS returned participants who could become key persons. The JICA Philippines Office and an agent should also demonstrate proactive commitment. In addition, it is a good idea to provide follow-up support in cooperation with the Accepting Universities because they have their own alumni associations.

## (7) Establishment of a multifaceted network during studies in Japan

There are two advantages in establishing a network with Japanese governmental officials and corporate businessmen during studies in Japan in terms of (i) fostering a pro-Japanese group of people with a learning experience about Japanese society and culture and (ii) establishing a network to work as a counterpart after JDS participants return to the Philippines. With regard to the establishment of the network, one of the important things is to create opportunities for internship and networking with governmental officials and corporate businessmen, which will make the effect of JDS project more apparent. The achievement of the above two points will result in the effect described in the previously described “(6) Follow-ups of JDS project.”

The following two points are suggested to establish the multifaceted network.

### (a) Internship at government organizations and corporations

Some universities offer internship programs as mandatory requirements in their curriculum, but other universities do not have an environment in which an internship is provided to every applicant. Therefore, there are such ideas as (i) asking the Accepting Universities to implement internship programs and (ii) incorporating internship programs into the JDS system.



Internships will allow JDS participants to experience the culture of Japanese government organizations and corporations and enhance their understanding of Japanese society, which will eventually contribute to fostering a group of pro-Japanese people.

(b) Networking events, workshops, etc., with Japanese governmental officials

Although JDS participants are governmental officials, there is a limited opportunity for them to interact with Japanese governmental officials during studies in Japan. In the current situation, only some plans are developed individually by an agent, and some field trips to government organizations are provided by the accepting universities.

In order for JDS participants to maintain connection with Japanese counterpart organizations even after they return home and to benefit from studies in Japan as added value, it is very useful to establish regular opportunities (twice a year or so) for them to connect with Japanese governmental officials, so that the effect of the JDS project can be demonstrated as well.

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

(1) Outline

To make a decision on the implementation of JDS project, not only development issues of the Philippines but also external factors should be considered. In particular, it is necessary to verify the appropriateness of continuing the JDS project in the Philippines that is already exceeding the level defined as a grant-aid recipient country. In the verification of the appropriateness, the environment surrounding Japan and the Philippines, the project scheme, and Japan's internal factors should also be considered.

In addition, as described up to this point, the JDS project has been reviewed since 2010 to strengthen the Preparatory Survey in order to clarify the positioning of the JDS project in line with the development issues confronting the target country, the Country Assistance Policy for the Philippines, and the programs of JICA, to identify the needs of the target country through fieldwork, and to improve the matching of the needs with the Accepting Universities that are capable of offering an educational program satisfying the needs. In view of the purposes and background of the review, the validity of the JDS will be verified in terms of its conformity with the (1) Priority Development Issues in the Philippines and also the (2) Country Assistance Policy for the Philippines.

(1) External factors surrounding Japan, the Philippines, and JDS project

(a) Bilateral relationship

The Philippines' level of income exceeds the level defined by the World Bank Guidelines as a grant-aid recipient country (GNI \$1,965 per person). With regard to the grant aid, discussions were

held by Ministry of Foreign Affairs (MOFA) at an administrative project review and a meeting for appropriate development cooperation, and the International Cooperation Bureau of MOFA released a summary in April 2014 about the “effective use of grant aid to the countries with a relatively high level of income.” Based on the summary, Japan will need to provide grant aid to the Philippines from the “diplomatic standpoint” in the Japan’s foreign policies. Furthermore, in a summit meeting between Japan and the Philippines held in November 2014, Prime Minister Abe and President Aquino confirmed the importance of relationship between the two countries in both political and security aspects, and agreed to pursue further development of economic and human exchanges. Given the background, it is probably not wise from the diplomatic standpoint to terminate the 13-year history of JDS project at the current phase.

In addition, a new autonomous Bangsamoro Government is to be established in 2016 based on the Comprehensive Agreement on the Bangsamoro signed in March 2014 between the Government of the Philippines and MILF. The JDS project has provided support for Mindanao since the first phase of the new system started. The objective of JDS project is to foster capable young governmental officials expected to become leaders of the country through the formulation and implementation of social and economic development plans. The objective of JDS project meets the needs for the development of Mindanao. With this as an opportunity, it is desired that JDS project continue the program in greater cooperation with J-BIRD-related projects.

#### (b) Follow-up scheme

A project to support human resources development requires time until it bears fruit. If the project is terminated without a preparation for subsequent projects or the follow-up scheme, not only continuity but also achievement of the project may be lost. It is necessary to make preparations in advance so that follow-up support can be provided to the connection maintained between Japan and JDS returned participants and to the network between the Philippines and the accepting universities. For example, even if JDS is gradually shifted to a yen-loan-financed project to support human resources development, there is no other scheme that can replace JDS project in current ODA projects in Japan. There are some Japanese government-sponsored scholarship programs for foreign students, including a Young Leaders’ Program (YLP), but the scale is limited.

Besides, it should be noted that the outcome of the 13-year history of JDS project has gradually become apparent. For example, even in the Philippines where promotion of government officials is said to be quite difficult, the number of JDS returned participants in the managerial position of Division Chief or at a higher level has increased from 19 in 2011 to 28 in 2015. There is an increasing trend for JDS returned participants to gradually become key persons in government organizations of the Philippines. JDS returned participants are expected to contribute to the development of the Philippines as top officials of each government organization, which will even lead to a different level of cooperation with Japan in a diplomatic area.

(c) Environment surrounding the universities in Japan

According to replies to a questionnaire, many students from the Philippines chose to study in Japan because of Japan's "economic development after WWII" and "superiority in a field of study." These replies indicate that such globally comparative superiority attracts students to Japan as a place for study. Furthermore, globalization of Japanese universities has been promoted by Ministry of Education, Culture, Sports, Science and Technology, and expected to be accelerated with the transition from the Global 30 Project to the Super Global University Project. In particular, the Super Global University Project is expected to support universities that are capable of becoming one of the top 100 universities in the world. In addition to the original attractiveness of Japan as a place for study, globalized attractiveness of Japanese universities as educational institutions will help increase foreign students who desire to study in Japan. In order to attract foreign students to Japan, relevant government organizations and universities should make comprehensive efforts as a policy for foreign students' study in Japan. JDS project is also expected to play some roles as it has apparently contributed to globalization of Japanese universities.

(2) Outcome of the project

As mentioned above, the outcome of JDS project has gradually become apparent in the Philippines. The number of JDS returned participants in the managerial position of Division Chief or at a higher level is increasing in government organizations, and they are gradually becoming key persons. A Director of the Department of Interior and Local Government, who has been promoted with unprecedented speed after he returned to the Philippines, said in the interview that he is engaged in formulating policies, as well as accessing and monitoring achievement of the policies. In the future, JDS returned participants are expected to contribute to the development of the Philippines as top officials of each government organization, which will even lead to a different level of cooperation with Japan in a diplomatic area.

In the Philippines, JDS has been considered an opportunity for improving organizational capability, not a simple study opportunity for individuals, since the JDS project started. Furthermore, there has been a shared recognition among local relevant parties that it is indispensable to formulating a group of "critical mass" comprised of JDS returned participants so that the effect of the program will become apparent for further enhancement of the project. So far, a total of 259 JDS participants have been sent to Japan from all over the Philippines. The government organizations that have sent the participants to Japan include: NEDA (25 participants); BSP (14 participants); National Statistical Coordination Board (current Philippine Statistics Authority) (14 participants); Commission on Audit (12 participants); CSC (12 participants), and many other institutions (several participants or more). Steady progress is shown in the formation of the critical mass in these organizations. As a group, JDS returned participants are expected to contribute to each organization with what they have studied in

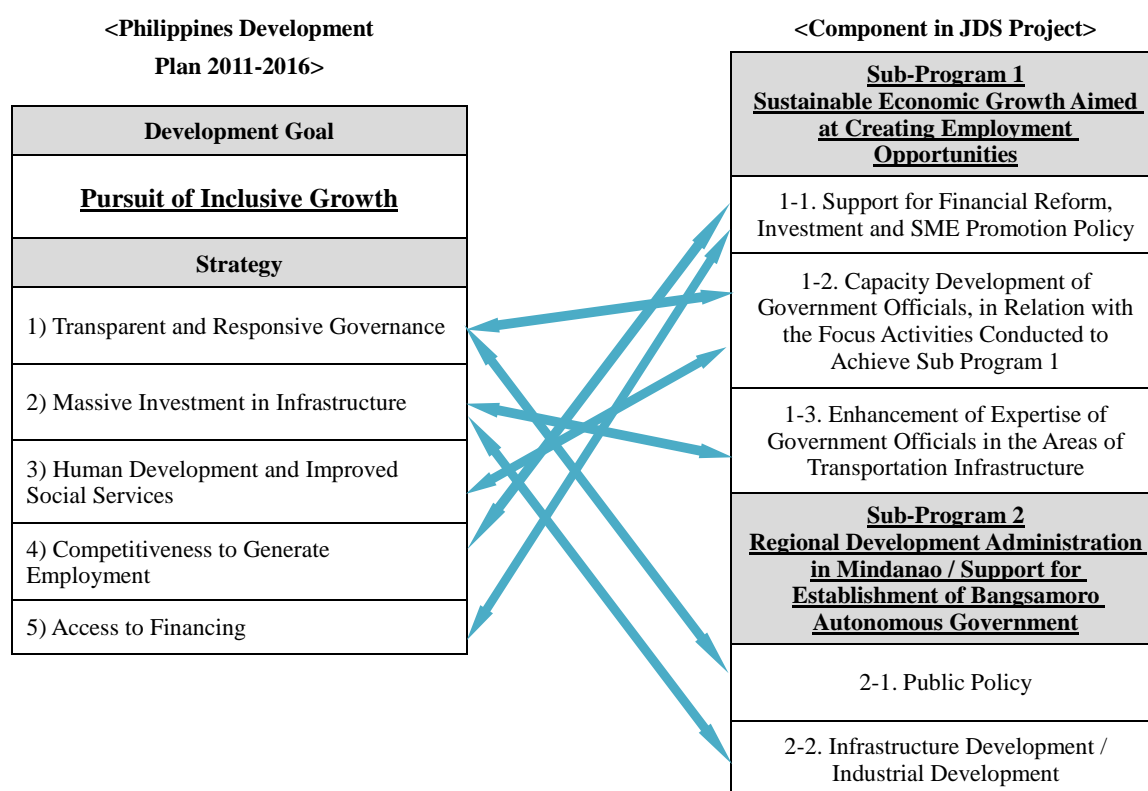
Japan, which will help the effect of JDS project become more apparent.

The continuity of JDS project will generate a meaningful benefit in increasing a group of pro-Japanese governmental officials who have studied in Japan and reinforcing the critical mass that can use what they have studied in Japan for the resolution of development issues in each area.

### (3) Conformity with Priority Development Issues in the Philippines

As described earlier, “Philippines Development Plan 2011–2016: PDP,” sets the “Pursuit of Inclusive Growth” as a goal as shown in Figure 12, and lists five items as basic strategies for achieving this goal. The Components (development issues) specified in the second phase of the JDS new system correspond to the basic strategies and will contribute to the realization of inclusive growth.

Although “Regional Development Administration in Mindanao” and the like are not largely mentioned in the PDP, the two Components in Sub-Program 2 are in line with the basic strategies as well.

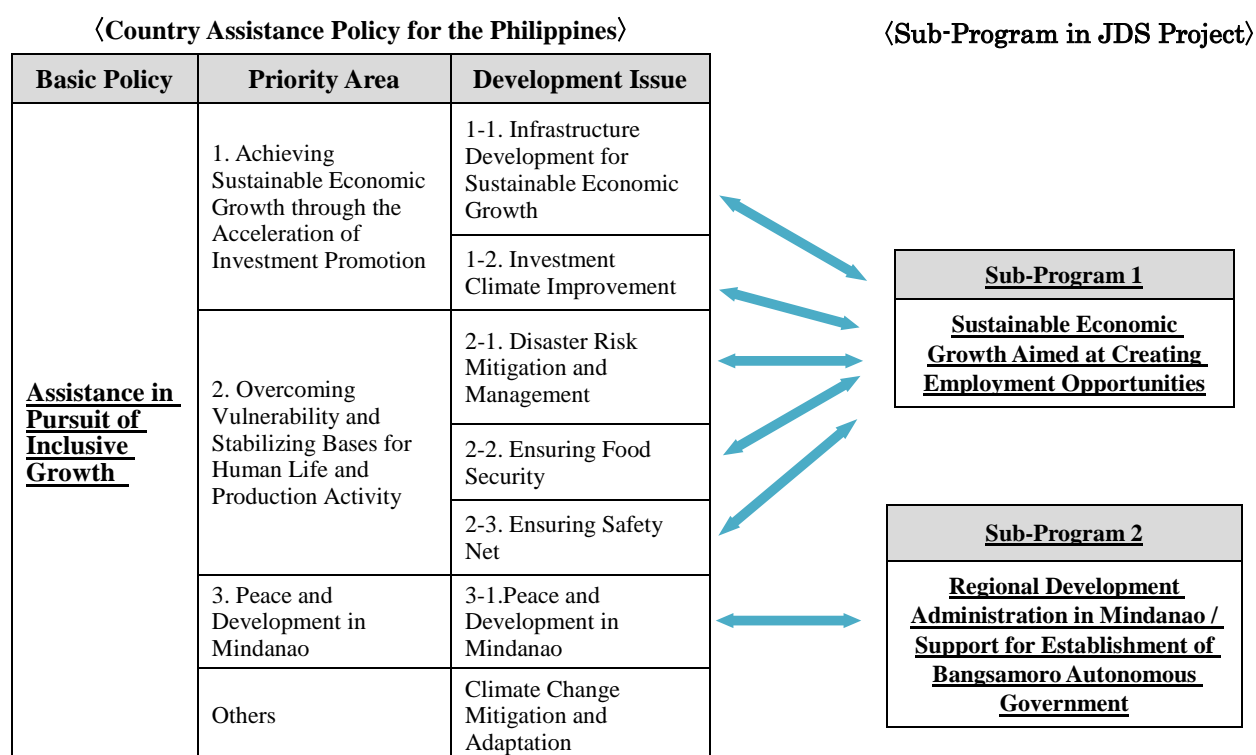


**Figure 12 : Position of the JDS Project in PDP 2011-2016**

(4) Conformity with the Country Assistance Policy for the Republic of the Philippines

The Country Assistance Policy for the Republic of the Philippines (Established by the Ministry of Foreign Affairs of Japan, April 2012), states that considering the significance of Philippines' PDP and assistance for the Philippines, Japan will render economic support towards the Pursuit of Inclusive Growth.

The Sub-Programs set by JDS project are set in line with the relevant Target Priority Area and is designed as a human resource development program contributing to each Target Priority Area. (Figure 13)



**Figure 13 : Position of the JDS Project in the Country Assistance Policy for the Philippines**

### 3-6. Conclusion

In this Preparatory Survey, the intent and characteristics of the JDS Project, along with the political and social backgrounds and situation of the Philippines, were considered in organizing the priority development issues of the Philippines. These priority development issues based on the national development plan of the Philippines, the Country Assistance Policy of the Japanese government, and so forth, were selected as the Sub-Programs/Components. In addition, the Supplementary Survey aimed at the Target Organizations that are assumed to be related to the Sub-Programs/Components was conducted to investigate the organizational roles and positions of the Organizations as well as

their human resource development needs and the presence or absence of potential candidates in the Organizations. The results of the Survey served as the basis for the adoption of the scale of the JDS, which consists of six years, and the foundation for the elaboration of the Draft Project Plans for the Sub-Programs/Components (Basic Plans for the Sub-Programs). As stated in “3-4 Issues and Recommendation,” it can be concluded that the position of the JDS project is clear and highly appropriate and the continued implementation of the JDS new system in the Philippines will be very meaningful.

However, even though the JDS new system is in principle, a four-batch six-year program, based on the understanding that the Philippines’ needs involving human resource development can change depending on political policy, social/economic situations, in particular, the series of situations around peace in Mindanao, JDS project must be implemented effectively and efficiently while securing a certain level of flexibility through talks with local parties involved in the project, determining the expertise to gain through studying in Japan, and the type of human resources to develop in the Target Organizations.

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

Finally, as a direction for the future, in order to continuously implement JDS project in the Philippines as a Grant Aid project scheme, careful consideration is needed taking into consideration Japan’s policies toward the Philippines. However, considering the exit strategy, an open-minded discussion is necessary with the government of the Philippines on how to settle the project.

## **List of Appendixes**

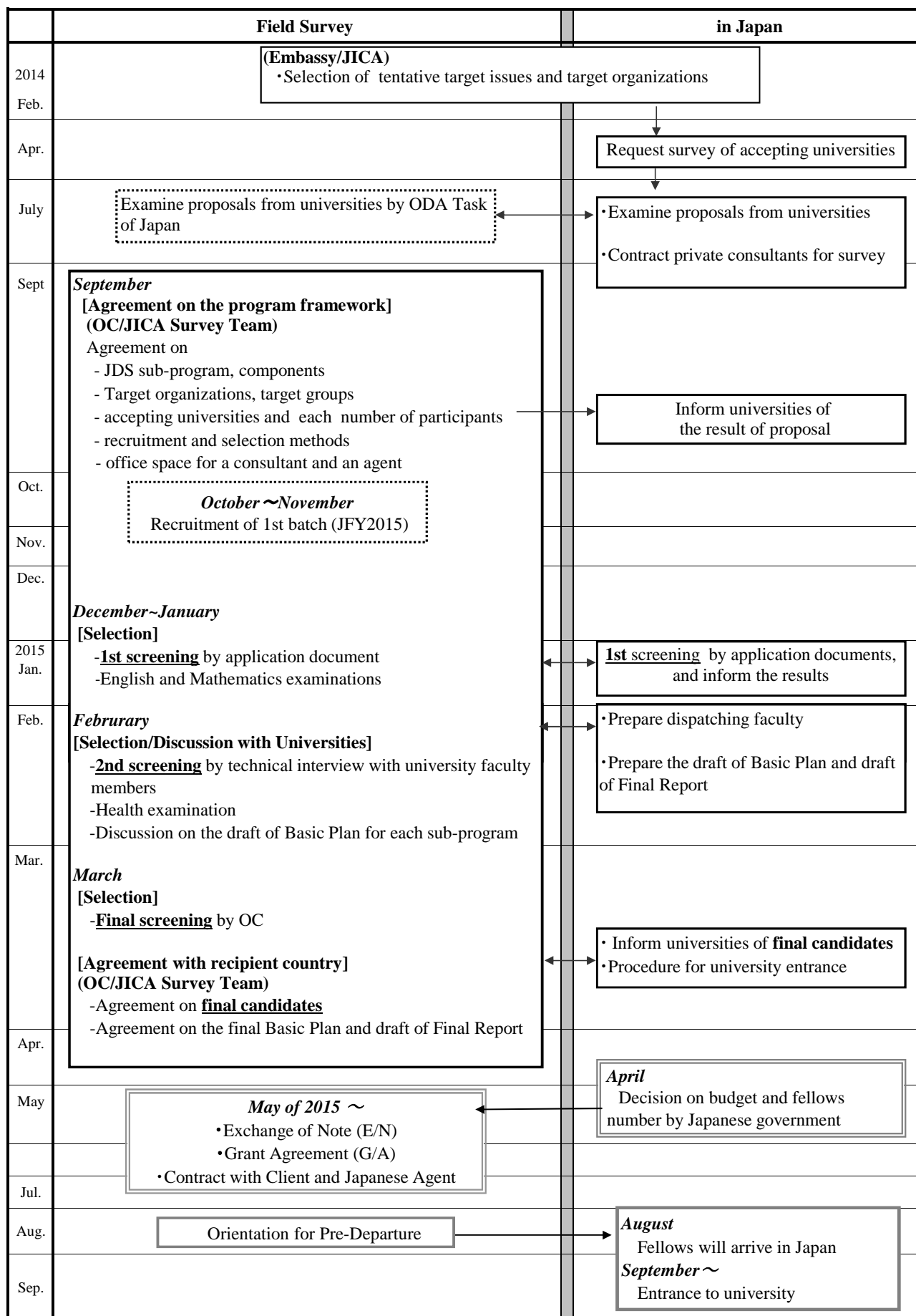
1. Member List of the Survey Team
2. Flowchart of the Preparatory Survey for JDS
3. List of Contact Persons during the First Field Survey in the Philippines
4. Minutes of Discussions (M/D)
5. The Number of JDS Participants to be Accepted for Next Four Years under the JDS Project in the Philippines
6. Basic Plan for the Target Priority Area
7. Summary of the Result of Supplementary Survey of Target Organizations
8. Selection and Recruitment of the First Batch of Candidates of the New System Second Phase Coming to Japan in FY 2015 (Republic of the Philippines)
9. Result of the Survey for JDS Returned Participants

### Member List of the Survey Team

Kunihiro NAKASONE	Leader	Senior Representative JICA Philippines Office
Yuko KUNO	Cooperation Planning	Representative JICA Philippines Office
Hiroshi KAWAGOE	Acceptance Planning (HRD Planning)	Director Personnel Division, General Affairs Department, JICE
Mayumi AOKI	Acceptance Planning (Training Planning)	Program Supervisor International Students Division, International Students Affairs Department, JICE
Sonoko NARIHIRA	Recruitment/ Selection/ Application Procedure	Country Officer International Students Division, International Students Affairs Department, JICE



Flowchart of the Preparatory Survey for JDS Project



## List of Contact Persons during the First Field Survey in the Philippines

Date	Contact Persons	Remarks
September 16 (Tue), 2014 15:30~17:30	<ul style="list-style-type: none"> <li>■ National Economic and Development Authority</li> <li>- Mr. Rolando G. Tungpalan, Deputy Director-General</li> <li>- Ms. Martha O. Flores, Chief of Public Investment Staff (PIS), Asia Pacific Division (AsPac)</li> <li>- Mr. Joseph Norley Y. Capistrano, Supervising Economic Development Specialist, PIS, AsPac</li> <li>- Ms. Guada Elvira Bautista Salamat, Senior Economic Development Specialist, PIS, AsPac</li> <li>- Ms. Shella Marie D. Decena, Economic Development Specialist I, PIS, AsPac</li> </ul>	Discussion with Operating Committee Members
September 17 (Wed) 17:00~18:00	<ul style="list-style-type: none"> <li>■ JICA Philippines Office</li> <li>- Mr. Shinichi Masuda, JICA Expert (JICA Cotabato Project Office)</li> <li>- Mr. Juro Chikaraishi, Senior Advisor</li> <li>- Ms. Yuko Tanaka, Representative</li> </ul>	
September 22 (Mon) 15:30~16:30	<ul style="list-style-type: none"> <li>■ Embassy of Japan in the Philippines</li> <li>- Mr. Hiroyuki Uchida, Minister</li> <li>- Mr. Hiroyuki Enoki, First Secretary</li> </ul>	
September 23 (Tue) 9:30~10:30	<ul style="list-style-type: none"> <li>■ Operating Committee Members</li> <li>National Economic and Development Authority</li> <li>- Mr. Rolando G. Tungpalan, Deputy Director-General</li> <li>- Ms. Martha O. Flores, Chief of Public Investment Staff (PIS), Asia Pacific Division (AsPac)</li> <li>- Mr. Joseph Norley Y. Capistrano, Supervising Economic Development Specialist, PIS, AsPac</li> <li>- Ms. Shella Marie D. Decena, Economic Development Specialist I, PIS, AsPac</li> <li>Embassy of Japan in the Philippines</li> <li>- Mr. Hiroyuki Enoki, First Secretary</li> <li>Civil Service Commission</li> <li>- Ms. Charlene Joy Galang, Chief Human Resource Specialist, Process and Facility Management, Civil Service Institute</li> <li>Department of Foreign Affairs</li> <li>- Mr. Ambrosio Brian F. Enciso III, Director, Southeast Asia III-A, Office of Asian and Pacific Affairs</li> </ul>	

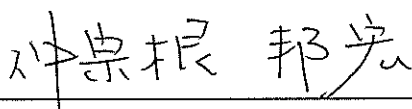
**MINUTES OF DISCUSSIONS  
ON THE PREPARATORY SURVEY OF  
THE JAPANESE GRANT AID  
FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP  
TO THE REPUBLIC OF THE PHILIPPINES**

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

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by Kunihiro NAKASONE, Senior Representative, JICA Philippine office, to Manila from 15<sup>th</sup> to 23<sup>rd</sup> September, 2014.

The Team held a series of discussions with the relevant officials of the Republic of the Philippines. The both parties confirmed the design of the JDS Project and the related items attached hereto.

Manila, September 23, 2014




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Kunihiro NAKASONE

Leader

Preparatory Survey Team

Japan International Cooperation Agency




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Rolando G. Tungpalan

Deputy Director-General

National Economic and Development Authority

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

### **1. Maximum Number of JDS Participants**

The total number of JDS participants for the first batch in Japanese fiscal year 2015, shall be twenty (20) and this number would indicate the maximum number per batch for four batches, for Japanese fiscal year 2015 to 2018.

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

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

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

Sustainable Economic Growth Aimed at Creating Employment Opportunities

##### Development Issue as Components

- Support for Financial Reform, Investment and SME Promotion Policy
- Capacity development of government officials, in relation with the focus activities conducted to achieve sub program 1
- Enhancement of expertise of government officials in the areas of transportation infrastructure

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

Regional Development Administration in Mindanao/ Support for Establishment of Bangsamoro Autonomous Government

##### Development Issue as Components :

- Public Policy
- Infrastructure Development / Industrial Development

### **3. The Target Organization and Managing Organization**

Based on the discussion held between the both parties, the target organizations and managing organizations were identified as ANNEX-2 “Design of JDS Project for four batches”.

The parties agreed to include four priority seats for Bangsamoro in Sub-Program 2, which aims to develop human resources for Bangsamoro Transition Authority which will be established in 2015. Target organizations for the priority seats shall include Non-Governmental Organizations endorsed by the appropriate Philippine authority. The Team emphasized the necessity to ensure utilization/contribution of JDS graduates upon their return.

The Philippines side requested that the target organizations shall be reviewed according to the result of recruitment/selection, discussed and decided upon by the Operating Committee (O/C).

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#### **4. Accepting Universities and Supposed Numbers of JDS Participants per University**

Based on the discussion held between the parties, it was agreed that the educational programs of the following universities would be suitable to the development issue in the Republic of the Philippines.

(1) Development Issue as Component :

Support for Financial Reform, Investment and SME Promotion Policy

University:

- International University of Japan, Graduate School of International Relations ( 3 slots)
- Kobe University, Graduate School of International Cooperation Studies ( 2 slots)

(2) Development Issue as Component :

Capacity development of government officials, in relation with the focus activities conducted to achieve sub program 1

University:

- Meiji University, Graduate School of Governance Studies (3 slots)
- International Christian University, Graduate School of Arts and Sciences (3 slots)

(3) Development Issue as Component :

Enhancement of expertise of government officials in the areas of transportation infrastructure

University:

- Nagoya University, Graduate School of Environmental Studies (3 slots)

(4) Development Issue as Component :

Public Policy

University:

- National Graduate Institute for Policy Studies, Graduate School of Policy Studies (3 slots)

(5) Development Issue as Component :

Infrastructure Development / Industrial Development

University:

- Hiroshima University, Graduate School for International Development and Cooperation (3 slots)

#### **5. Research Area of JDS Participants**

Those assumed development needs described above shall be notified as “research area” to JDS applicants in order to indicate the direction of study/ research of each JDS participant as well as to accepting universities in order to prevent the mismatching of research plan/theme between accepting universities and JDS applicants.



## **6. Basic Plan for Each Component**

The Team explained that a Basic Plan for each component, which included the background, project objectives, summary of the activities of the project among others, would be prepared for mutual understanding of both parties during the Preparatory Survey.

The O/C confirmed that another meeting is necessary for preparation of the Basic Plan for each component.

## **7. Monitoring and Evaluation**

The Philippine side emphasized the importance of proper monitoring and evaluation of the program.

It was agreed that monitoring and evaluation of JDS graduates should be done actively by the Government of the Republic of the Philippines and the Government of Japan.

It was also agreed that monitoring of the JDS Fellows while they are studying in Japan should be done jointly and actively by the Governments of Japan and the Philippines through timely feedback and reports from an agent, among other modes of monitoring.

## **II. Other Matters Discussed**

The Team requested the Philippine side to consider the following matters:

- Provision of working space for a consultant during the survey and for an agent which implements the JDS Project, around April 2016.
- Provision of venue for Operating Committee meetings
- Continuous support for pre-departure orientation

The Philippine Side requested the Mission to convey to the Japanese Ministry of Foreign Affairs the Philippine Side's request for the retention as target organizations of some Philippine Government agencies as earlier conveyed by the National Economic and Development Authority to JICA.

-ANNEX-1: Flowchart of JDS Project

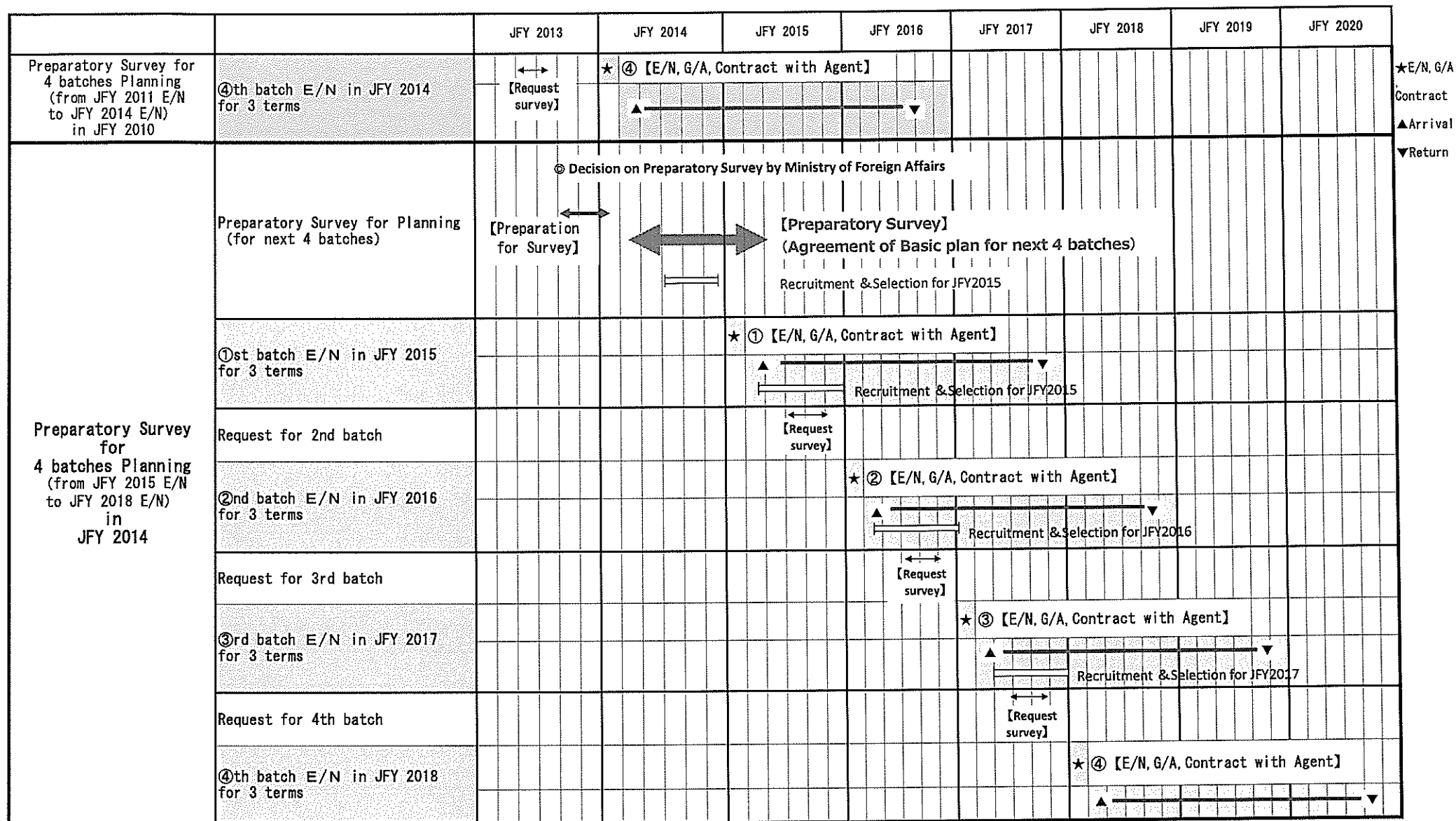
-ANNEX-2: Design of JDS Project for four batches

-ANNEX-3: Flowchart of the Preparatory Survey of JDS

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# Flowchart of JDS Project

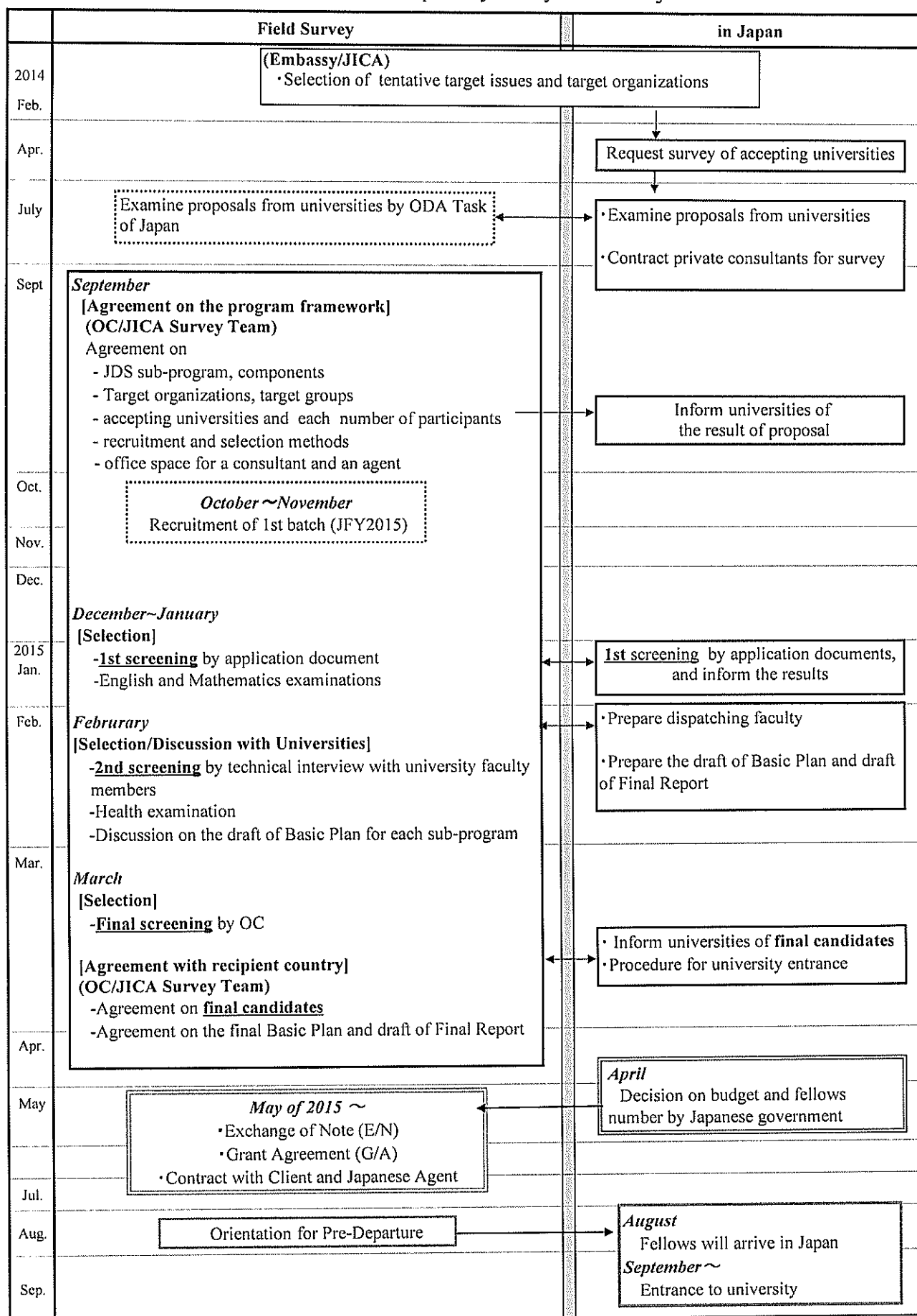
ANNEX 1



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Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)	Expected Theme of the Research/ Possible Fields of Study	Supposed Target Organizations	University	Slot
1. Sustainable Economic Growth Aimed at Creating Employment Opportunities	1- 1 Support for Financial Reform, Investment and SME Promotion Policy	(Needs)  <u>Possible Fields of Study:</u> • Economic Policy • Financial Policy • Development Policy • Investment Promotion • Promotion of SME  <u>Preferred Degree:</u> Degrees related to the above mentioned fields	National Economic and Development Authority Department of Finance Bangko Sentral ng Pilipinas Department of Trade and Industry Board of Investments Department of Foreign Affairs Office of the President Land Bank of the Philippines Development Bank of the Philippines Philippine Economic Zone Authority Department of Labor and Employment Department of Tourism People's Credit and Finance Corporation Technical Education and Skills Development Authority	International University of Japan Graduate School of International Relations	3
				Kobe University Graduate School of International Cooperation Studies	2
	1- 2 Capacity development of government officials, in relation with the focus activities conducted to achieve sub program 1	(Needs)  <u>Possible Fields of Study:</u> • Public Policy • Public Administration  <u>Preferred Degree:</u> Degrees related to the above mentioned fields	Department of Agriculture Department of Agrarian Reform National Irrigation Administration National Water Resources Board Local Water Utilities Administration Department of the Interior and Local Government (inc.LGUs) Department of Health Department of Social Welfare and Development Commission on Higher Education Civil Service Commission Commission on Audit Office of the Ombudsman	Meiji University Graduate School of Governance Studies	3
				International Christian University Graduate School of Arts and Sciences	3
	1- 3 Enhancement of expertise of government officials in the areas of transportation infrastructure	(Needs)  <u>Possible Fields of Study:</u> • Urban Engineering • Road Administration • Environmental Administration • Aeronautical Engineering  <u>Preferred Degree:</u> Degrees related to the above mentioned fields	Department of Public Works and Highways Department of Transportation and Communications Department of Environment and Natural Resources Department of Energy Philippine Economic Zone Authority Civil Aviation Authority of the Philippines Bases Conversion Development Authority Metropolitan Manila Development Authority Commission on Information and Communications Technology Land Transportation Office Subic Bay Metropolitan Authority Light Rail Transit Authority Department of Science and Technology	Nagoya University Graduate School of Environmental Studies	3
2. Regional Development Administration in Mindanao/Support for Establishment of Bangsamoro Autonomous Government	2- 1 Public Policy	(Needs)  <u>Possible Fields of Study:</u> • Public Policy • Public Administration • Economics  <u>Preferred Degree:</u> Degrees related to the above mentioned fields	<u>For the Slot Prioritized for Bangsamoro</u> Bangsamoro Transitional Commission Bangsamoro Transition Authority Bangsamoro Government Autonomous Region in Muslim Mindanao LGUs in Bangsamoro areas Target non-government organizations in conflict-affected areas in Mindanao but subject to endorsement by BTC	National Graduate Institute for Policy Studies (GRIPS) Graduate School of Policy Studies	3 2 (Prioritized for Bangsamoro) 1 (Others)
	2- 2 Infrastructure Development/Industrial Development	( Needs)  <u>Possible Fields of Study:</u> • Engineering (especially Civil Engineering ) • Agriculture etc.  <u>Preferred Degree:</u> Degrees related to the above mentioned fields	<u>For the Slot for Other Organizations</u> Mindanao Development Authority Department of the Interior and Local Government (inc.LGUs exclusively located in Mindanao (Region IX-XIII)) Other Regional Offices of National Government located in Mindanao	Hiroshima University Graduate School for International Development and Cooperation	3 2 (Prioritized for Bangsamoro) 1 (Others)
Maximum Number per year					20





The Number of JDS Participants to be Accepted for Next Four Years under the JDS Project in the Philippines

Sub-Program	Component	Accepting University	Graduate School (GS)	Expected Number of JDS Participants				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1. Sustainable Economic Growth Aimed at Creating Employment Opportunities	1-1 Support for Financial Reform, Investment and SME Promotion Policy	International University of Japan	GS of International Relations	3	3	3	3	12
		Kobe University	GS of International Cooperation Studies	2	2	2	2	8
	1-2 Capacity Development of Government Officials, in Relation with the Focus Activities Conducted to Achieve Sub Program 1	Meiji University	GS of Governance Studies	3	3	3	3	12
		International Christian University	GS of Arts and Sciences	3	3	3	3	12
	1-3 Enhancement of Expertise of Government Officials in the Areas of Transportation Infrastructure	Nagoya University	GS of Environmental Studies	3	3	3	3	12
2. Regional Development Administration in Mindanao / Support for Establishment of Bangsamoro Autonomous Government	2-1 Public Policy	National Graduate Institute for Policy Studies	GS of Policy Studies	3	3	3	3	12
	2-2 Infrastructure Development / Industrial Development	Hiroshima University	GS for International Development and Cooperation	3	3	3	3	12
Total				20	20	20	20	80

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

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

1. Country: the Republic of the Philippines
2. Target Priority (Sub-Program) Area: Sustainable Economic Growth Aimed at Creating Employment Opportunities
3. Operating Committee: National Economic and Development Authority, Civil Service Commission, Department of Foreign Affairs, Embassy of Japan in the Philippines, JICA Philippines Office

**Itemized Table 1-1**

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

**(1) Basic Information**

1. Target Priority (Sub-Program) Area: Sustainable Economic Growth Aimed at Creating Employment Opportunities
2. Component: Support for Financial Reform, Investment and SME Promotion Policy
3. Managing Organization: National Economic and Development Authority
4. Target Organization: National Economic and Development Authority, Department of Finance, Bangko Sentral ng Pilipinas, Department of Trade and Industry, Board of Investments, Department of Foreign Affairs, Office of the President, Land Bank of the Philippines, Development Bank of the Philippines, Philippine Economic Zone Authority, Department of Labor and Employment, Department of Tourism, People's Credit and Finance Corporation, Technical Education and Skills Development Authority

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

The Aquino administration, which took office on June 30, 2010, listed, as part of its key strategies for the Philippine Development Plan (2011–2016), boosting industrial competitiveness in order to create employment. The role of private sector investment is important when considering the future mid-to-long-term development of the Philippines. Upon the promotion of private investment, the followings are considered necessary:

- Granting investment incentives by specifying fields (electronics industry, business process outsourcing (BPO), tourism, etc.) where the Philippines is relatively strong
- Promoting new investment in small and medium-sized enterprises for the creation of employment opportunity for those in the middle class or lower to reach 'inclusive growth'
- Relaxing business-related regulations
- Smoothing respective procedures regarding trade and investment
- Setting up the commercial policy
- Ensuring enough skilled labor force in the country, as well as establishing a firm basis to produce such human resources continuously.

This component 1-1 aims to strengthen policy capacity of Administrative Officers who deal with the aforementioned policies.

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

"Achieving Sustainable Economic Growth through Further Promotion of Investment" is set as one of the priority areas in the "Country Assistance Policies for the Republic of the Philippines" which was issued in April, 2012 as well as "Rolling Plan for the Republic of the Philippines" issued in the year 2014. Under the said policies, the government of Japan supports the effort of the government of the Philippines toward the administrative and financial reform to promote private investment for mid-to-long term of development of the Philippines.

In accordance with the said policies, JICA supports the development of various systems and the human resource development of the Philippines governmental personnel for the related fields under the "program for Investment Climate Improvement."

The JDS project in the Republic of the Philippines started in the year 2002 and dispatched 259 participants in total through the 1<sup>st</sup> to 12<sup>th</sup> batch (as of March 2015). Among this, 80 participants were dispatched in the field of economy, finance, investment promotion and SME promotion.

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

【Technical Cooperation Project, Grant Aid, Development Research, etc.】

- Development of Human Resources in the BIR
- Project on the Philippine Customs Intelligence Systems (PCIS) for the Enhancement of its System Environments and Training of Customs Officers
- Capacity Building for Philippine Standards Conformity Assessment Program
- National Industry Cluster Capacity Enhancement Project

【JICA Expert】

- Investment Promotion Policy Advisor

【Loan Aid】

- Development Policy Loan (DPL)

## **2. Cooperation Framework**

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

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

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

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

To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in public policies including Financial Reform, Investment and SME Promotion Policy.

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

To ensure that government officials, who are engaged in formulation and implementation of public policies including Financial Reform, Investment and SME Promotion Policy, improve their capability of

policy making and implementation.

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

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

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

- 1) International University of Japan, Graduate School of International Relations  
3 participants / year, total 12 participants / 4 years
- 2) Kobe University, Graduate School of International Cooperation Studies  
2 participants / year, total 8 participants / 4 years

### **(5) Activity**

#### **1) International University of Japan, Graduate School of International Relations (GSIR)**

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Improvement of JDS Fellows' basic academic skills prior to their enrollment	-To prepare new enrollees for their graduate education, courses on such subjects as Basic Mathematics and Basic Economics will be offered in Fellows' countries in the summer prior to their enrollment.
2) During study in Japan	
Acquirement of specialized knowledge and high analytical skills concerning financial policy and investment promotion	-JDS Fellows take courses such as microeconomics and macroeconomics to acquire specialized theoretical knowledge necessary for analyzing and solving challenges in financial policies and economic policies. At the same time, they can acquire ability to analyze target challenges from empirical perspectives by learning statistics and econometrics.
Acquisition of the ability to formulate economic policies such as financial reform and financial stability, that are necessary to promote stabilization of macro economy	-Fellows can acquire advanced and specialized knowledge from specialized courses for applied areas of macroeconomics and financial policy that are offered by the university. They can also gain the ability to analyze appropriately and consider in depth policy challenges for healthy management of public finance and implementation of various public policies.
Acquiring practical skills for problem identification and problem solving necessary for policy makers	-GSIR invites policy makers from public institutions which administer macroeconomic policies and mainly focus on the financial policies of Japan and Asian countries to hold Special Lectures and Seminars. -GSIR offers courses in cooperation with a private bank in

	<p>Japan to expose the Fellows to real experiences in financial institutions.</p> <p>-Coursework specialized for introducing case studies and examples of policy implementation for related subjects in Japan will be offered. This is aimed at Fellows' acquiring knowledge of macroeconomic policy in Japan.</p>
Acquirement of the ability to analyze policy challenges and high ability to write English reports through the experience of thesis writing	<p>-Through writing thesis under their academic advisors, Fellows will acquire skills such as developing economic models, analyzing policy challenges, and writing English reports.</p> <p>-Faculty members of the Program have all received their PhD at Western universities and have experience of working at governmental banks or companies. This enables GSIR to respond to diverse interests of the Fellows.</p>
3) After return	
Continuous improvement of Fellows' knowledge, theories, and skills	<p>-After graduation, GSIR will provide JDS Fellows with follow-up training in their country with the aim of continuously improving their knowledge, theories, and skills. Joint seminars inviting graduates, current students, and new enrollees will also be held concurrently so that JDS Fellows can enhance mutual understanding, share knowledge and experiences, and strengthen their network.</p> <p>-With possible cooperation from public organizations, joint research projects between graduates and faculty members will be facilitated.</p>

## 2) Kobe University, Graduate School of International Cooperation Studies

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Instruction to collect data necessary for useful empirical research and to investigate research issue	-Supervisors will maintain close liaison with each JDS Fellow, and instruct them to collect data that can only be available in their home country and investigate research subjects involved.
2) During study in Japan	
Acquisition of the basic knowledge of economics (such as Microeconomics, Macroeconomics and Econometrics), and enhancement of the ability to analyze the subject and propose economic policies by empirical analysis using data	<p>-Basic economics lectures are given in English, such as Microeconomics, Macroeconomics, and Econometrics, as well as various applied development-related lectures on Development Economics, Monetary Theory, Public Finance, International Economics, Growth Theory and Socio-economic Development Theory, etc.</p> <p>-Practical method is used for empirical analysis in the subject of Econometrics. Fellows are trained on making</p>

	policy proposal to some concrete development issues in Special Lectures on Development Economics.
Deepened understanding of how to formulate and implement feasible economic policies	-Though the focus is on Economics, Fellows can study a wide area of field which is necessary for formulating and implementing policy concerning operational management of public finance such as Political Sciences, International Relations, International Law, Legislation and Development Management.
Acquisition of methodology to utilize development resources (including international assistance) efficiently through the learning of international development	-Specialists of the area involved and practitioners at international organizations or Japanese ODA organizations are invited as visiting professors or instructors from foreign countries including Philippines. This is aimed at deepening Fellows' knowledge on employment creation and industrial development including the experiences of economic development in other countries.
Improvement of basic skills of Mathematics	-"Mathematics for Social Science" and "Statistics" are offered for Fellows.
Improvement of academic writing ability	-Lectures of Academic Writing in English on social science are given, and theses of Fellows are checked by native English instructors, individually.
3) After return	
Continuous improvement of Fellows' knowledge, theories, and skills	-With possible cooperation from the organizations where graduates belong to, joint research projects between graduates and faculty members will be facilitated.

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

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

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

1 batch 5 participants × 4 years = 20 participants
From the year 2015 (Until 2017): 5 participants    From the year 2016 (Until 2018): 5 participants
From the year 2017 (Until 2019): 5 participants    From the year 2018 (Until 2020): 5 participants

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

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

## **(8) Qualifications**

- 1) Nationality: Citizens of the Republic of the Philippines
- 2) Age: Between 22 and 39 as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Should have a Bachelor's degree relevant to the target field
  - Applicants for Kobe University are required of 16 years of formal education (in principle). However, relevant academic / research career or working experience can be considered as an alternative to meet the requirement
- 4) Work Experience:
  - Currently employed in the Target Organizations (including attached Agency/ Organization)
  - Has permanent status
  - Has 2 years of work experience, particularly in work relevant to the selected Component, at the time of application
  - Has a performance rating of at least 'Very Satisfactory' for the last 1 year in the organization
- 5) Others
  - Those who are enlisted military personnel are ineligible
  - Has not been awarded foreign scholarships for Master's degree
  - Have a good command of English at graduate school level
  - Must be in good health, both mentally and physically
  - Must conclude Scholarship Service Contract between Belonging Organization (referred to under Executive Order 161)



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

**Basic Plan for the Target Priority Area**

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

- |  |
|--|
| <ol style="list-style-type: none"><li>1. Country: the Republic of Philippines</li><li>2. Target Priority (Sub-Program) Area: Sustainable Economic Growth Aimed at Creating Employment Opportunities</li><li>3. Operating Committee: National Economic and Development Authority, Civil Service Commission, Department of Foreign Affairs, Embassy of Japan in the Philippines, JICA Philippines Office</li></ol> |
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**Itemized Table 1-2**

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

**(1) Basic Information**

- |   |
|---|
| <ol style="list-style-type: none"><li>1. Target Priority (Sub-Program) Area: Sustainable Economic Growth Aimed at Creating Employment Opportunities</li><li>2. Component: Capacity development of government officials, in relation with the focus activities conducted to achieve Sub-Program 1</li><li>3. Managing Organization : National Economic and Development Authority</li><li>4. Target Organization: Department of Agriculture, Department of Agrarian Reform, National Irrigation Administration, National Water Resources Board, Local Water Utilities Administration, Department of the Interior and Local Government (inc. LGUs), Department of Health, Department of Social Welfare and Development, Commission on Higher Education, Civil Service Commission, Commission on Audit, Office of the Ombudsman</li></ol> |
|---|

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

The Aquino administration, which took office on June 30, 2010, listed five basic strategies in the Philippine Development Plan (2011–2016) toward Inclusive Growth: (1) Boost competitiveness to generate employment, (2) invest massively in physical infrastructure, (3) Improve access to financing, (4) Promote transparent and responsive governance, and (5) Develop human resources through improved social sciences. With this, JICA has supported the effort of the government of the Philippines through tackling the development issues such as: (1) Infrastructure development for sustainable economic growth, (2) Investment climate improvement, (3) Disaster risk mitigation and management, (4) Ensuring food security, (5) Ensuring safety net, (6) Peace and development in Mindanao, and (7) Climate change mitigation and adaptation.

Improving administrative abilities and creating systems are closely connected. They are not just vital for tackling the issues that the Philippines is facing, but are also critical for appropriately accepting and implementing assistance from overseas for the urgent and important issues.

This Component 1-2 aims to strengthen administrative function in the prioritized areas in relation to Sub-Program 1 “ Sustainable Economic Growth Aimed at Creating Employment Opportunities,” by enhancing the basic capacity building of administrative officers to respond to the above-mentioned issues.

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

"Support to achieve 'Inclusive Growth'" is set as one of the basic assistance policy in the "Country Assistance Policies for the Republic of the Philippines" which was issued in April, 2012 as well as 'Rolling Plan for the Republic of the Philippines' issued in the year 2014.

Government of the Philippines describes in the "Philippine Development Plan 2011-2016" that they will tackle issues for strengthening of legislations, improvement of moral and human resource development in judicial sectors and institutions for Good Governance. In accordance with that, Government of Japan supports improvement of Governance to promote appropriate social and economic development and to sustain public order and politic stability.

Also said assistance policy of Japanese government sets "Achieving Sustainable Economic Growth through Further Promotion of Investment" as one of its priority areas. The government of Japan supports the effort of the government of the Philippines toward the infrastructure development and investment climate improvement through cooperation program related to those issues.

The JDS project in the Republic of the Philippines started in the year 2002 and dispatched 259 participants in total through the 1<sup>st</sup> to 12<sup>th</sup> batch (as of March 2015). Among this, 93 participants were dispatched in the field of Public Administration and Governance.

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

**【Technical Cooperation Project, Grant Aid, Development Research, etc.】**

- The Project for Supporting SHS modeling in selected Technical Vocational High School
- Strengthening Maternal and Child Health Services in Eastern Visayas
- The Project for Cordillera-wide Strengthening of the Local Health System for Effective and Efficient Delivery of Maternal and Child Health Services
- Project for Development of Integrated Physical Distribution System
- National Industry Cluster Capacity Enhancement Project
- Planning and Policy Advisor on Agribusiness Development

**【Loan Aid】**

- National Irrigation Sector Rehabilitation and Improvement
- Agricultural Credit Support Project
- Agrarian Reform Infrastructure Support Project

## **2. Cooperation Framework**

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

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

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

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

To ensure that the human resource development through JDS project will help to improve the

institutional capacities of relevant administrative institutions, which are engaged in public policies including Public Administration and Judicial System Development.

## 2) Project purpose

To ensure that government officials who are engaged in formulation and implementation of public policies including Public Administration and Judicial System Development improve their capability of making and implementing policies to achieve Good Governance.

### (3) Verifiable Indicators

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

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

- 1) Meiji University, Graduate School of Governance Studies  
3 participants / year, Total 12 participants / year
- 2) International Christian University, Graduate School of Arts and Sciences  
3 participants / year, Total 12 participants / year

### (5) Activity

#### 1) Meiji University, Graduate School of Governance Studies

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To define the actual research theme at Meiji University. This will enable students to actually picture their two year research plan by incorporating the issues which the students face into the Governance School curriculum.	-A pre-study abroad guidance program will be provided for students. The program will include advice from alumni. This will also be an opportunity to share information on how the alumni members are using their knowledge after returning to their work places.
2) During study in Japan	
As enhancement of governance is a key basic factor to promote social and economic development, students will enable to study both the theory and practice of public policy, public management, public administration, economics etc. This interdisciplinary approach will foster knowledge to analyze social issues, research capabilities, policy making and coordination/ management abilities.	<p>-Social and economic development, government management and governance are interdisciplinary and diverse. To cope with this wide area of studies, faculty members from various professions are recruited. This enables the school to provide a wide range of curriculum.</p> <p>-Acquiring materials on public policy, public management and public administration. This would enable students to obtain knowledge to develop the infrastructure for promoting a high level of public management and economic development. In addition, translation of Japanese materials will also be initiated for students.</p> <p>-A number of field visits in and out of Tokyo will be organized to study the actual management of central and local governments. In addition, field visits will also be made</p>

	<p>to sites where co-production (government- community cooperation) is being held.</p> <p>-A program which includes workshops, lectures and tutorials will be organized to support students to write academic papers. This is in addition to the academic courses. Further, social research methods and presentation skills will also be taught.</p> <p>-Workshops with students and faculty members are organized to learn about narrowing research topics and enhancing research methodologies. Participants will present their study topics and discuss with fellow students and faculty members. This enables students to acquire diversified knowledge.</p> <p>-Special lectures are organized on themes related to public policy, public management and public administration given by invited scholars and practitioners from domestic and overseas organizations.</p> <p>-Joint workshops and seminars will be held with other organizations which enable students to maintain networks with students and faculty members of other institutions. In addition, one of the features of the school is the course to enhance academic interaction with other Japanese students in the school. This course is organized both in Japanese and English and consists of class lectures, discussions and actual field visits.</p>
<b>3) After return</b>	
To promote Fellows' continuous contribution to the development of their home country utilizing their research achievements on policy making and problem solving issues.	<p>-The school will provide information concerning advanced studies in Japanese and overseas governance, public policy and politics and economics to alumni members. The school will also promote exchanges between alumni members, students and faculty members.</p> <p>-A web page is organized to provide scholarly information related to governance studies, This will also act as a system to promote interaction among alumni members, students and faculty.</p>

## 2) International Christian University, Graduate School of Arts and Sciences

Target	Contents/ Programs to achieve target
1) During study in Japan	
To acquire the ability to understand and solve issues that the Philippines face from a comprehensive viewpoint, such as reinforcement of central / local governmental capabilities	<p>-Fellows are provided with opportunities to visit central governmental offices that correspond to their research topics, or to learn Japanese local administration by communicating with city workers at Mitaka city hall.</p> <p>-Through field trips to Okinawa and other local areas, Fellows can deepen their understanding of the relationship between local economy, public administration and industry. These field trips often include lectures by regional specialists.</p> <p>-Through small seminars, Fellows are given an opportunity to exchange views with academics, policy makers and practitioners who are working in various sectors – the government, international organizations, research institutions, etc. – to address development issues in developing countries. Fellows not only attend lectures by these guests, but also have the opportunity to present their own research.</p> <p>-Joint seminar is cosponsored by ICU and Meiji University annually to present Fellows' research results and encourage the exchange of their studying at both universities.</p>
To foster persons who can contribute to peace and stability in Asia-Pacific area as well as their own countries	-Fellows will participate in the UN University Global Seminar, a joint seminar by the UN University and 10 other cooperating universities including ICU. It aims to deepen Fellows' awareness and understanding of the roles of states, the UN, civil society and private sectors in global governance.
To learn a research design and methodology needed for thesis writing and acquire the skill of academic writing	<p>-A course which offers a broad overview of research design and methodology is newly opened to enable Fellows to learn research planning and methodologies from early on.</p> <p>-A course for academic writing offered by the experienced lecturers of ICU's specialized program "English for Liberal Arts" will be newly opened to enable Fellows to acquire the academic writing skill needed for thesis writing as well as the basic.</p>
2) After return	
To build a network of JDS Fellows	-Opportunities are offered for new enrollees and graduates to gather, build a network, and give evaluation. A mutual

	training is offered by asking recent graduates to present their master's theses, and other graduates to present their achievements at their workplaces.
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#### **(6)-1 Inputs from the Japanese Side**

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

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

- 1 batch 6 participants × 4 years = 24 participants
- From the year 2015 (Until 2017): 6 participants    From the year 2016 (Until 2018): 6 participants
- From the year 2017 (Until 2019): 6 participants    From the year 2018 (Until 2020): 6 participants

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

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

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

- 1) Nationality: Citizens of the Republic of the Philippines
- 2) Age: Between 22 and 39 as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Should have a Bachelor's degree relevant to the target field
  - Applicants for International Christian University are required of 16 years of formal education (in principle), however, relevant academic / research career or working experience can be considered as the alternative to meet the requirement
- 4) Work Experience:
  - Currently employed in the Target Organizations (including attached Agency/ Organization)
  - Has permanent status
  - Has 2 years of work experience, particularly in work relevant to the selected Component, at the time of application.
  - Has a performance rating of at least 'Very Satisfactory' for the last 1 year in the organization
- 5) Others
  - Those who are enlisted military personnel are ineligible
  - Has not been awarded foreign scholarships for Master's degree
  - Have a good command of English at graduate school level
  - Must be in good health, both mentally and physically
  - To conclude Scholarship Service Contract between Belonging Organization (referred to under Executive Order 161)

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

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

- |  |
|--|
| <ol style="list-style-type: none"><li>1. Country: the Republic of Philippines</li><li>2. Target Priority (Sub-Program) Area: Sustainable Economic Growth Aimed at Creating Employment Opportunities</li><li>3. Operating Committee: National Economic and Development Authority, Civil Service Commission, Department of Foreign Affairs, Embassy of Japan in the Philippines, JICA Philippines Office</li></ol> |
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**Itemized Table 1-3**

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

**(1) Basic Information**

- |   |
|---|
| <ol style="list-style-type: none"><li>1. Target Priority (Sub-Program) Area: Sustainable Economic Growth Aimed at Creating Employment Opportunities</li><li>2. Component: Enhancement of Expertise of Government Officials in the Areas of Transportation Infrastructure</li><li>3. Managing Organization : National Economic and Development Authority</li><li>4. Target Organization : Department of Public Works and Highways, Department of Transportation and Communications, Department of Environment and Natural Resources, Department of Energy, Philippine Economic Zone Authority, Civil Aviation Authority of the Philippines, Bases Conversion Development Authority, Metropolitan Manila Development Authority, Commission on Information and Communications Technology, Land Transportation Office, Subic Bay Metropolitan Authority, Light Rail Transit Authority, Department of Science and Technology</li></ol> |
|---|

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

The Aquino administration, which took office on June 30, 2010, listed five basic strategies in the Philippine Development Plan (2011–2016) toward Inclusive Growth: (1) Boost competitiveness to generate employment, (2) invest massively in physical infrastructure, (3) Improve access to financing, (4) Promote transparent and responsive governance, and (5) Develop human resources through improved social sciences. With this, JICA has supported the effort of the government of the Philippines through tackling the development issues such as: (1) Infrastructure development for sustainable economic growth, (2) Investment climate improvement, (3) Disaster risk mitigation and management, (4) Ensuring food security, (5) Ensuring safety net, (6) Peace and development in Mindanao, and (7) Climate change mitigation and adaptation.

To achieve a sustainable development lead by investments and exports, it is necessary to invite private investments by improving infrastructures for economic development. Strengthening administrative capabilities in specialized fields, which are necessary for improving infrastructures of transportation, electricity, etc, is inevitable to smooth preparation and implementation of related projects. This component 1-3 aims at enhancement of expertise of administrative officers who deal with development issues especially in the field of transportation infrastructure development.

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

"Achieving Sustainable Economic Growth through Further Promotion of Investment" is set as one of the priority areas in the "Country Assistance Policies for the Republic of the Philippines" which was issued in 2012 as well as "Rolling Plan for the Republic of the Philippines" issued in the year of 2014.

In accordance with the said policies for the Republic of the Philippines, under the "program for Infrastructure Development in Greater Capital Region", "program for Infrastructure Development in Major Regional Cities", "program for Disaster Risk Mitigation and Management", JICA supports the development of various systems and the human resource development of the Philippines governmental personnel for the related fields.

The JDS project of the Republic of the Philippines started in the year of 2002 and dispatched 259 participants in total through the 1<sup>st</sup> to 12<sup>th</sup> batch (as of March 2015). Among this, 18 participants were dispatched in the field of transportation infrastructure.

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

##### **【Technical Cooperation Project, Grant Aid, Development Research, etc.】**

- The Project for Capacity Development on Transportation Planning and Database Management in the Republic of the Philippines
- Improvement of Quality Management for Highway and Bridge Construction and Maintenance Phase II
- Capacity Development Project for Improvement of Safety and Efficiency for Air Navigation System

##### **【Loan Aid】**

- Central Luzon Link Expressway Project
- Arterial Road Bypass Project (Phase II)
- Road Upgrading and Preservation Project
- Capacity Enhancement of Mass Transit Systems in Metro Manila Project
- New Communications, Navigation and Surveillance/ Air Traffic Management (CNS/ATM) Systems Development Project
- New Bohol Airport Construction and Sustainable Environment

## **2. Cooperation Framework**

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

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

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

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

To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in public policies including transportation infrastructure.



## 2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of public policies including transportation infrastructure.

## (3) Verifiable Indicators

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

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

Nagoya University, Graduate School of Environmental Studies  
3 participants / year, Total 12 participants / 4 years

## (5) Activity

### Nagoya University, Graduate School of Environmental Studies

Target	Contents/ Programs to achieve target
1) During study in Japan	
Acquisition of knowledge and experience in infrastructure development and environmental conservation based on civil engineering	<ul style="list-style-type: none"><li>-Fellows will be able to acquire advanced knowledge and knowhow on infrastructure development and maintenance under the supervision of academic advisor(s) who specialize mainly in civil engineering and environmental studies.</li><li>-Special lectures will be offered at Nagoya University, inviting guest lecturers from the government or university researchers of the Philippines.</li><li>-Domestic and overseas study tours will be held to study planning, design and maintenance of infrastructure.</li></ul>
Acquisition of international communication skills	<ul style="list-style-type: none"><li>-Fellows are guided to acquire high level communication skills that are essential as policy makers or leaders, such as correctly understanding researches and policy themes related to infrastructure development and environment conservation, making presentations and reports based on discussions.</li><li>-Joint workshop will be held by the Government of the Philippines and Nagoya University in the Philippines.</li></ul>
Acquirement of concrete policy making skills	<ul style="list-style-type: none"><li>-Through discussion sessions (seminars) with academic advisor and lab mates, research oriented internship, presentations and reporting, JDS Fellows will be able to plan and propose appropriate countermeasures toward concrete issues.</li></ul>
Accomplishment as a future leader and network enhancement	<ul style="list-style-type: none"><li>-Fellows can strengthen their motivation as leaders from active interaction and synergetic effects of learning with international students from other countries. Besides, close</li></ul>

	ties among instructors and Fellows help them enhance their global human network which will be useful in the future.
Application of acquired knowledge to master's thesis	-Fellows will design and implement internship (Global Research Internship) in private companies and international organizations in the Chubu region or overseas survey sites. They will then compile a master's thesis under the supervision of their academic advisors.
2) After return	
Construction and maintenance of human network among JDS Fellows	<p>-All alumni can receive newsletters (e-mails and leaflets) and attend online community sites managed by the program office, which enable sustained relationships between the JDS Fellow returnees and the faculty.</p> <p>-NUGELP hosts joint seminars between alumni and faculty staffs, special lectures by alumni, and overseas study tours in Fellows' home counties by utilizing our alumni network. As these are beneficial not only to alumni but also faculty staffs, information shared about technological and educational needs of developing countries are applied to teaching Fellows and alumni.</p>

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

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

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

1 batch 3 participants × 4 years = 12 participants
From the year 2015 (Until 2017): 3 participants    From the year 2016 (Until 2018): 3 participants
From the year 2017 (Until 2019): 3 participants    From the year 2018 (Until 2020): 3 participants

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

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

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

1) Nationality: Citizens of the Republic of the Philippines
2) Age: Between 22 and 39 as of April 1 <sup>st</sup> in the year of dispatch (in principle)
3) Academic Background:
-Should have a Bachelor's degree relevant to the target field
-Applicants are required 16 years of formal education (in principle), however, relevant academic/research career or working experience can be considered as the alternative to meet the

requirement

4) Work Experience:

- Currently employed in the Target Organizations (including attached Agency or Organization)
- Has permanent status
- Has 2 years of work experience, particularly in work relevant to the selected Component, at the time of application.
- Has a performance rating of at least 'Very Satisfactory' for the last 1 year in the organization

5) Others

- Those who are enlisted military personnel are ineligible
- Has not been awarded foreign scholarships for Master's degree
- Have a good command of English at graduate school level
- Must be in good health, both mentally and physically
- To conclude Scholarship Service Contract between Belonging Organization (referred to under Executive Order 161)

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

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

- |   |
|---|
| <ol style="list-style-type: none"><li>1. Country: the Republic of Philippines</li><li>2. Target Priority (Sub-Program) Area: Regional Development Administration in Mindanao / Support for Establishment of Bangsamoro Autonomous Government</li><li>3. Operating Committee: National Economic and Development Authority, Civil Service Commission, Department of Foreign Affairs, Embassy of Japan in the Philippines, JICA Philippines Office</li></ol> |
|---|

**Itemized Table2-1**

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

**(1) Basic Information**

- |  |
|--|
| <ol style="list-style-type: none"><li>1. Target Priority (Sub-Program) Area: Regional Development Administration in Mindanao / Support for Establishment of Bangsamoro Autonomous Government</li><li>2. Component: Public Policy</li><li>3. Managing Organization : National Economic and Development Authority</li><li>4. Target Organization:<ol style="list-style-type: none"><li>1) The Slot Prioritized for Bangsamoro: Bangsamoro Transitional Commission, Bangsamoro Transition Authority, Bangsamoro Government, Autonomous Region in Muslim Mindanao, LGUs in Bangsamoro areas, Target non-government organizations in conflict-affected areas in Mindanao but subject to endorsement by BTC</li><li>2) The Slot for Other Organizations: Mindanao Development Authority, Department of the Interior and Local Government (inc. LGUs exclusively located in Mindanao (Region IX-XIII)), Other Regional Offices of National Government located in Mindanao</li></ol></li></ol> |
|--|

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

Mindanao is the least developed region in the Philippines. When the Government of Japan provides economic assistance to the Philippines, there is particular significance in supporting Mindanao from the perspective of lifting the area out of poverty. In addition, support for Mindanao is important in the sense of helping to reinforce peace in the region, and by extension, benefiting the stability and development of the Philippines as a whole. Reinforcing our support for the Mindanao peace process is one of Japan's "Four Initiatives" regarding the Philippines. Moreover, building peace and stability in the Mindanao region will also contribute to peace and stability in the Asia-Pacific region, which is also important for Japan.

Based on the comprehensive agreement on Mindanao peace in March 2014, and with the expected formation of the new Autonomous Government of Bangsamoro scheduled for 2016, the Government of Japan is moving ahead with support for establishment of the new autonomous government in terms of developing systems, strengthening administrative abilities, human resources development, and development planning and policy. Human resource development in the field of public policy is needed for the future in order to enhance the prospective leaders who will be responsible for system

development and public administration in the Autonomous Government of Bangsamoro.

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

"Peace and Development in Mindanao" is set as one of the priority areas in the "Country Assistance Policies for the Republic of the Philippines" which was issued in April 2012 as well as "Rolling Plan for the Republic of the Philippines" issued in the year 2014. To secure and stabilize peace in Mindanao through the promotion of the peace process by means of socio-economic development in the conflict-affected areas and also to eradicate poverty,, Japan provides assistance for regional developments including strengthening the government and improving access to social services.

In accordance with the said policies, JICA has been supporting the development of various systems and human resource development for establishment of the Bangsamoro Autonomous Government under the "program for Peace and Development".

The JDS project of the Republic of the Philippines started in the year 2002 and dispatched 259 participants in total through the 1<sup>st</sup> to 12<sup>th</sup> batch (as of March 2015). Among this, 16 participants were dispatched in the field of Regional Development Administration in Mindanao.

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

##### **【Technical Cooperation Project】**

- Comprehensive Capacity Development Project for the Bangsamoro
- Rice-Based Farming Technology Extension Project for the ARMM
- Project for Capacity Building for Community Development in Conflict-Affected Areas in Mindanao

##### **【Development Research】**

- Development Plans for Conflict-Affected Communities in Mindanao, Philippines

## **2. Cooperation Framework**

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

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

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

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

To ensure that the human resource development through JDS project will help to improve the institutional capacities of Bangsamoro Autonomous Government which are related to public policies, government administration, economy and finance.

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

To ensure that officials of Bangsamoro Autonomous Government who are engaged in administration at the target institutions can improve their abilities concerning public policies, government administration, economy and finance.

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

- 1) Ratio of JDS participants who obtain Master's degrees

- 2) Enhancement of the capacity of JDS returned participants on research, analysis, policy making and project operation/ management after their return.
- 3) Policy formulation and implementation by utilizing the study outcomes of JDS returned participants.

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

National Graduate Institute for Policy Studies (GRIPS), Graduate School of Policy Studies  
3 participants / year, total participants / 4 years

#### **(5) Activity**

##### **National Graduate Institute for Policy Studies (GRIPS), Graduate School of Policy Studies**

Target	Contents/ Programs to achieve target
1) During study in Japan	
Acquisition of fundamental theories and methodology for public administration, politics, and socioeconomic and development policies that may be put to practical use in establishing and running the Bangsamoro Autonomous Government	<p>-Across the four fields of politics / public administration / international relations, development, economics, and social engineering, students are to take courses centering on the core subjects that are designed so that the basic knowledge required for public administration official in general can be acquired within the shortest period of time.</p> <p>-For one of the above four fields (concentration), students are to take applied subjects and advanced subjects in a concentrated manner.</p> <p>-The GRIPS Forum will continue to be held to invite domestic and international leaders in different sectors (such as senior government officials, politicians, public administrative officials, industry leaders, and researchers) to deliver lectures by taking advantage of our extensive network in the field of policy studies. These lectures will allow students to obtain a deeper understanding on various issues related to policies and expand their horizons.</p>
Acquisition of the actual process and mechanism of identifying and solving fundamental issues	<p>-Fellows are to participate in the newly created "Policy Debate Seminar", in which faculty members and students with a wide variety of nationalities and backgrounds discuss diverse policy issues of different countries including case studies to identify where the problem lies and seek solutions.</p> <p>-In summer, "the GRIPS Summer Program" is held where special lectures are delivered concerning policy issues of Asian countries.</p> <p>-Fellows organize "the GRIPS Student Conference", in which Fellows may attend presentations or participate in discussions on interdisciplinary policy issues.</p>
Acquisition of policy-debating and mathematical approaches as well as evidence-based policymaking methods	-Focusing on the country and region they are from, each Fellow is to select an actual policy issue and prepare a research plan for its solution.

that are necessary for generating realistic solutions for given policy issues	<p>-With the aim to strengthen human resources networks and widen Fellows' horizons through field studies, Fellows are provided with opportunities to participate in field trips to public organizations and businesses.</p> <p>-As a joint study project between JICA, GRIPS has an ongoing comparative study on management models that can improve problem-solving abilities of governments. The joint study is being carried out in collaboration with executive civil servant development institutes in five major East Asian countries, including the Philippines. The results of the case studies for the respective countries, including the Philippines, which have been developed in this project, will be particularly valuable in developing the abilities of Bangsamoro public administration officials.</p>
Formulation of preliminary effective improvement measures by Fellows while taking Mindanao-specific socioeconomic conditions into account and following the series of problem-solving processes of identifying policy issues, formulating and implementing policies	<p>-Receiving intensive thesis advice from professors specializing in each field, Fellows are to study solutions for policy issues and compile the results in a policy paper.</p> <p>-Fellows are to give oral presentations of their study results at the interim presentation meeting and final presentation meeting. The oral presentation not only constitutes an occasion for teaching but is also used to share knowledge and insights among Fellows with different nationalities and backgrounds as Fellows other than the presenter are required to attend the meeting.</p>
2) After return	
Utilization of powerful human resource network	<p>-Fellows are to join the GRIPS/GSPS Alumni, which is composed of over 3,400 individuals from about 100 countries who graduated from GRIPS or its predecessor, the Graduate School of Policy Science of Saitama University. The alumni are actively working as senior government officials in Asian countries. Joining the GRIPS/GSPS Alumni enables Fellows to take advantage of its powerful human resources network.</p> <p>-The Alumni Office plays a central role in ensuring that proper follow-ups are provided after Fellows return to their home country.</p>

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

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

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

1 batch 3 participants × 4 years = 12 participants

From the year 2015 (Until 2016): 3 participants    From the year 2016 (Until 2017): 3 participants

From the year 2017 (Until 2018): 3 participants    From the year 2018 (Until 2019): 3 participants

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

1) Dispatch of JDS participants

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

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

1) Nationality: Citizens of the Republic of the Philippines

2) Age: Between 22 and 39 as of April 1<sup>st</sup> in the year of dispatch (in principle)

3) Academic Background:

- Should have a Bachelor's degree relevant to the target field
- Applicants are required 16 years of formal education (in principle), however, relevant academic / research career or working experience can be considered as the alternative to meet the requirement

4) Work Experience:

<For the Slot Prioritized for Bangsamoro >

- Currently employed in the particular target organizations including respective target non-government agencies to be endorsed by Bangsamoro Transition Commission upon application
- Has permanent status or its equivalent (in principle)
- has 2 years of work experience particularly in work relevant to the selected component at the time of application (in principle)

<For the Slot for Others>

- Currently employed in the Target Organizations (including attached Agency/ Organization)
- Has permanent status
- Has 2 years of work experience, particularly in work relevant to the selected Component, at the time of application
- Has a performance rating of at least 'Very Satisfactory' for the last 1 year in the organization

5) Others

- Those who are enlisted military personnel are ineligible
- Has not been awarded foreign scholarships for Master's degree
- Have a good command of English at graduate school level
- Must be in good health, both mentally and physically
- To conclude Scholarship Service Contract between Belonging Organization (referred to under Executive Order 161). For applicants from Bangsamoro related organizations shall conclude a contract equivalent to Scholarship Service Contract between the belonging organizations
- Applicants from Bangsamoro related organizations shall be endorsed by Bangsamoro Transition Commission (BTC) upon application



## **Japanese Grant Aid for Human Resource Development Scholarship (JDS)**

### **Basic Plan for the Target Priority Area**

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

1. Country: the Republic of Philippines
2. Target Priority (Sub-Program) Area: Regional Development Administration in Mindanao / Support for Establishment of Bangsamoro Autonomous Government
3. Operating Committee: National Economic and Development Authority, Civil Service Commission, Department of Foreign Affairs, Embassy of Japan in the Republic of Philippines, JICA Republic of Philippines Office

#### **Itemized Table 2-2**

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

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

1. Target Priority (Sub-Program) Area: Regional Development Administration in Mindanao / Support for Establishment of Bangsamoro Autonomous Government
2. Component: Infrastructure Development / Industrial Development
3. Managing Organization : National Economic and Development Authority
4. Target Organization:
  - 1) The Slot Prioritized for Bangsamoro: Bangsamoro Transitional Commission, Bangsamoro Transition Authority, Bangsamoro Government, Autonomous Region in Muslim Mindanao, LGUs in Bangsamoro areas, Target non-government organizations in conflict-affected areas in Mindanao but subject to endorsement by BTC
  - 2) The Slot for Other Organizations: Mindanao Development Authority, Department of the Interior and Local Government (inc.LGUs exclusively located in Mindanao (Region IX-XIII)), Other Regional Offices of National Government located in Mindanao

###### **(2) Background and Needs (Position of JDS in Development Plan of the Philippines)**

Mindanao is the least developed region in the Philippines. When the Government of Japan provides economic assistance to the Philippines, there is particular significance in supporting Mindanao from the perspective of lifting the area out of poverty. In addition, support for Mindanao is important in the sense of helping to reinforce peace in the region, and by extension, benefiting the stability and development of the Philippines as a whole. Reinforcing our support for the Mindanao peace process is one of Japan's "Four Initiatives" regarding the Philippines. Moreover, building peace and stability in the Mindanao region will also contribute to peace and stability in the Asia-Pacific region, which is also important for Japan.

Based on the comprehensive agreement on Mindanao peace in March 2014, and with the expected formation of the new Autonomous Government of Bangsamoro scheduled for 2016, the Government of Japan is moving ahead with support for establishment of the new autonomous government in terms of developing systems, strengthening administrative abilities, human resources development, and development planning and policy. To ensure peace in Mindanao and move ahead with the development of its agricultural potential and resources, the development of its infrastructure and the promotion of agricultural and related industries are urgent issues. Therefore, human resource development is

required in the fields of engineering (especially civil engineering) and agriculture.

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

"Peace and Development in Mindanao" is set as one of the priority areas in the "Country Assistance Policies for the Republic of the Philippines" which was issued in April 2012 as well as "Rolling Plan for the Republic of the Philippines" issued in the year 2014. To secure and stabilize peace in Mindanao through the promotion of the peace process by means of socio-economic development in the conflict-affected areas and also to eradicate poverty, Japan provides assistance for the regional development through the improvement of infrastructures and promotion of industries.

In accordance with the said policies, JICA has been supporting the development of various systems and human resource development for establishment of the Bangsamoro Autonomous Government under the "program for Peace and Development".

The JDS project of the Republic of the Philippines started in the year 2002 and dispatched 259 participants in total through the 1<sup>st</sup> to 12<sup>th</sup> batch (as of March 2015). Among this, 16 participants were dispatched in the field of Regional Development Administration in Mindanao.

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

##### **【Technical Cooperation Project】**

- Comprehensive Capacity Development Project for the Bangsamoro
- Rice-Based Farming Technology Extension Project for the ARMM
- Project for Capacity Building for Community Development in Conflict-Affected Areas in Mindanao

##### **【Development Research】**

- Development Plans for Conflict-Affected Communities in Mindanao

## **2. Cooperation Framework**

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

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

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

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

To ensure that the human resource development through JDS project will help to improve the institutional capacities of Bangsamoro Autonomous Government which are related to public policies including infrastructure development and industrial development.

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

To ensure that officials of Bangsamoro Autonomous Government who are engaged in administration at the target institutions can improve their abilities related to infrastructure development and industrial development.

### (3) Verifiable Indicators

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

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

Hiroshima University, Graduate School for International Development and Cooperation  
3 participants / year, total 12 participants / 4 years

### (5) Activity

#### Hiroshima University, Graduate School for International Development and Cooperation

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Preliminary acquisition of basic knowledge necessary for taking courses in Development Technology Course and Civil and Environmental Engineering major	-Faculty members who are to be supervisors of Fellows provide them with textbooks according to their academic background. They are required to outline the technical and political challenges for sustainable infrastructure system building, and to submit a report on countermeasures for each challenges.
2) During study in Japan	
Acquisition of basic knowledge in the field of Infrastructure Development and Industrial Development	-Courses in engineering and agricultural studies are offered, for designing and realizing a sustainable infrastructure in developing countries from the viewpoint of urban and regional planning, water and energy resource management, agriculture and ecosystem management, and disaster management.  -Classes related to urban disaster prevention and environmental conservation policy are offered, as well as those fundamental for acquiring technologies concerning advanced structural engineering, advanced geotechnical engineering, advanced concrete engineering, infrastructure and regional planning.  -All Fellows are required to join the seminar held by their supervisor where they can obtain basic skills necessary for their academic research.
Acquisition of specialized knowledge for addressing global environmental issues such as climate change	-Fellows can obtain specialized knowledge and skills to deal with environmental and urban problems where interdisciplinary and multiple solutions are expected through special lectures such as "International Environmental Cooperation", special exercises, summer courses, field researches, and internships.  -"Technology Transfer", a common class, is offered as a

	<p>special lecture where Fellows can learn successful cases of Japanese companies which expanded overseas from the viewpoint of technology transfer.</p> <p>-Fellows' field research is actively promoted, utilizing existing internship program and so on. Before their field study, Fellows can get supports for preparing a feasible research plan. In the field, they are monitored regularly by professors.</p>
Acquisition of practical knowledge and promotion of research	<p>-Fellows are provided with opportunities to discuss with specialists from other universities and institutions, and to learn practical knowledge from officers of governmental and international organizations.</p> <p>-Fellows are encouraged to participate actively in domestic academic conferences and international conferences by financial support from university.</p> <p>-Special English language courses are offered as an opportunity for students to obtain basic skills in writing academic papers.</p> <p>-Students can utilize English proofreading by native speakers with expertise.</p> <p>-A mentorship system is prepared where Ph.D. students are hired as mentors, and all Fellows can get advice on their research from their mentors.</p>
3) After return	
Support to ensure students' knowledge and skills are used more effectively for their work	<p>-A follow-up seminar is to be held within one or two years after students going back to their home country. There, research on their achievement level is conducted to check their ability gained during their study in Japan and how it is utilized on the occasion of policy making after their return.</p>

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

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

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

1 batch 3 participants × 4 years = 12 participants
From the year 2015 (Until 2017): 3 participants    From the year 2016 (Until 2018): 3 participants
From the year 2017 (Until 2019): 3 participants    From the year 2018 (Until 2020): 3 participants

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

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

## **(8) Qualifications**

- 1) Nationality: Citizens of the Republic of the Philippines
- 2) Age: Between 22 and 39 as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Should have a Bachelor's degree relevant to the target field
  - Applicants are required 16 years of formal education (in principle), however, relevant academic / research career or working experience can be considered as the alternative to meet the requirement
- 4) Work Experience:
  - <For the Slot Prioritized for Bangsamoro >
    - Currently employed in the particular target organizations including respective target non-government agencies to be endorsed by Bangsamoro Transition Commission upon application
    - Has permanent status or its equivalent (in principle)
    - has 2 years of work experience particularly in work relevant to the selected component at the time of application (in principle)
  - <For the Slot for Others>
    - Currently employed in the Target Organizations (including attached Agency/ Organization)
    - Has permanent status
    - Has 2 years of work experience, particularly in work relevant to the selected Component, at the time of application
    - Has a performance rating of at least 'Very Satisfactory' for the last 1 year in the organization
- 5) Others
  - Those who are enlisted military personnel are ineligible
  - Has not been awarded foreign scholarships for Master's degree
  - Have a good command of English at graduate school level
  - Must be in good health, both mentally and physically
  - To conclude Scholarship Service Contract between Belonging Organization (referred to under Executive Order 161). For applicants from Bangsamoro related organizations shall conclude a contract equivalent to Scholarship Service Contract between the belonging organizations
  - Applicants from Bangsamoro related organizations shall be endorsed by Bangsamoro Transition Commission (BTC) upon application

## Summary of the Result of Supplementary Survey of Target Organizations (Component 1-1)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
1	National Economic and Development Authority (NEDA)	806	741	217	<p>Country's highest socio-economic development planning and policy coordinating body. NEDA commits to continuously identify, deliver and improve poverty alleviation mechanism and programs of the government, to assert and implement sustainable development and to realize productivity and performance in highly competitive international markets.</p> <p>NEDA consists of the NEDA Board and the NEDA Secretariat.</p> <p>-The NEDA Board</p> <p>The governing body that sets major development policy directions for the Philippines. It is composed of the President (as the Chair), the Socioeconomic Planning Secretary as Vice Chair, and designated department secretaries as members. Assisting the NEDA Board are five Cabinet-level inter-agency committees.</p> <p>-The NEDA Secretariat</p> <p>Headed by the Socio-economic Planning Secretary, coordinates the formulation of medium and long-term socio-economic development plans; monitors approved national, sectional and regional development plans, programs and projects; programs allocation of resources, particularly Build-Operate-Transfer and Official Development Assistance resources; and promotes and applies market mechanisms to rationalize economic incentives and rents.</p>	<p>-Planning and Policy: Develop and formulate long term objectives, goals, strategies, and priorities. Formulate sound budget based on clear plans. Translate the institution's strategic directions and priorities into sound policies. Monitor and evaluate results.</p> <p>-Project Development: Overall planning and coordination of a project from inception to completion aimed at meeting the client's requirements and ensuring completion on time, within cost and to required quality standards.</p> <p>-Information Communications Technology Management: Develop, install and maintain methods and techniques used in information collection, processing, storage, display, and dissemination by automatic means. These may include computers, telecommunications and office systems or any combination of these elements. Establish enabling mechanisms to maximize the use of ICT.</p> <p>-Leadership and Teamwork. Develop: Current and future leaders so that there is availability of qualified leaders at all levels who can mobilize the institution towards its goals. Build and support teams or work groups that are high performing, empowered and can be self-managing towards a common, agreed purpose.</p> <p>-Human Resources Development: Develop and manage the processes for HR planning, recruitment and selection, compensation and benefits, employee welfare, organization design, job design, job description, competency profiling and HRIS develop and manage the processed for training and development, training management, performance management, career planning and development, coaching mentoring, succession planning.</p>	<p>Philippine Statistic Authority National Statistics Office Bureau of Labor and Statistics Bureau of Agriculture Statistics Philippine Statistical Research and Training Institute Philippine Institute for Development Studies Philippine National Volunteer Service Coordinating Agency Public-Private Partnership center(PPP) Tariff Commission(TC)</p>	<p>-Kee Kuan Yew School of Public Policy (Singapore) -Australia Development Scholarship -Korea International Cooperation Agency -National Graduate Institute for Policy of Studies (Japan) -Asian Development Bank-Japan Scholarship Program -Private Scholarship programs offered by several Japanese Univs. including Tokyo Univ. , Hitotsubashi Univ. etc. -International Monetary Fund (IMF)</p>	<p>Promotion Seminar</p> <p>-NEDA Central Offices and Regional Offices are keen on sending many applications to the JDS Project.</p> <p>-Some attendees had concern on age requirement and abolishment of the pre-departure Japanese language training.</p>
2	Department of Finance (DOF)	294	294	73	<p>-Formulation, institutionalization &amp; administration of fiscal policies in coordination with other concerned subdivisions, agencies and instrumentalities of the government ;</p> <p>-Generation and management of the financial resources of government,</p> <p>-Supervision of the revenue operations of all local government units,</p> <p>-Review, approval &amp; management of all public sector debt, domestic or foreign; and</p> <p>-Rationalization, privatization and public accountability of corporations and assets owned controlled or acquired by the government</p>	<p>1. Pursuing revenue generation measures to fund critical government programs that promote public welfare and accelerate economic growth through effective tax collections and borrowing operations of Government- Owned and Controlled Corporation(GOCCs) and Government Financial Institutions (GFIS)</p> <p>2. Developing capital market to improve macroeconomic stability, focusing on implementation of market plans and promotion of market discipline.</p> <p>3. Strengthening governance to prevent tax evasion and smuggling, maintaining integrity in the revenue collection</p> <p>4. Promoting the microfinance industry, eg, micro insurance and small and medium business enterprises</p> <p>5. Enhancing human resource to equip public finance personnel with higher level of education n budgeting and program analysis, public debt and capital markets , revenue policy and administration and benefit-cost analysis, among others.</p>	<p>1. Bureau of Internal Revenue 2. Bureau of Customs 3. Bureau of the Treasury 4. Bureau of Local Government Finance 5. Insurance Commission 6. National Tax Research Center 7. Central Board of Assessment Appeal 8. Phil. Deposit Insurance Corporation 9. Philippine Export-Import Credit Agency</p>	<p>-Australia Development Scholarship -Korea International Cooperation Agency -National Graduate Institute for Policy of Studies (Japan) -Asian Development Bank-Japan Scholarship Program -Private scholarship programs offered by several Japanese Univs. including Tokyo Univ. , Hitotsubashi Univ. etc. -International Monetary Fund (IMF)</p>	<p>-Most applications for the JDS Project are expected to come from the attached agencies as the officials at DOF can avail other scholarship programs.</p> <p>-Concerned on age requirement.</p> <p>-Concerned on returned scholars who are pirated by other government entities that officer higher positions with higher compensation package and benefits.</p>
3	Bangko Sentral ng Pilipinas (BSP)	5,086	4,628	1,820	<p><u>Vision:</u> The BSP aims to be a world-class monetary authority and a catalyst for a globally competitive economy and financial system that delivers a high quality of life for all Filipinos</p> <p><u>Mission</u> BSP is committed to promote and maintain price stability and provide proactive leadership in bringing about a strong financial system conducive to a balanced and sustainable growth of the economy. Towards this end, it shall conduct sound monetary policy and effective supervision over financial institutions under its jurisdiction</p> <p><u>Objectives</u> The BSP's primary objective is to maintain price stability conducive to a balanced and sustainable economic growth. The BSP also aims to promote and preserve monetary stability and the convertibility of the national currency.</p>	<p><u>BSP performs the following functions</u></p> <p>· Liquidity Management. The BSP formulates and implements monetary policy aimed at influencing money supply consistent with its primary objective to maintain price stability.</p> <p>· Currency issue. The BSP has the exclusive power to issue the national currency. All notes and coins issued by the BSP are fully guaranteed by the Government and are considered legal tender for all private and public debts.</p> <p>· Lender of last resort. The BSP extends discounts, loans and advances to banking institutions for liquidity purposes.</p> <p>· Financial Supervision. The BSP supervises banks and exercises regulatory powers over non-bank institutions performing quasi-banking functions.</p> <p>· Determination of exchange rate policy. The BSP determines the exchange rate policy of the Philippines. Currently, the BSP adheres to a market-oriented foreign exchange rate policy such that the role of Bangko Sentral is principally to ensure orderly conditions in the market.</p>	N/A	<p>-NZAID -AusAid -KAIST (Korea) -Japan-IMF -JICA</p>	<p>-Target priority areas/ development issues: enhancement of financial literacy of the public, transparency of monetary policy-making, microfinance for poverty alleviation, anti-money laundering, improvement of overseas Overseas Filipino Worker environment, among others.</p> <p>-No limitation of the number of employees to be nominated for foreign scholarship programs in a year, as long as department head approves.</p> <p>-Concerned on the length of study for 2 years</p>
4	Department of Trade and Industry (DTI)	N/A	N/A	N/A	<p>-Promoting and developing business, with focus on micro, small, and medium enterprises (MSMEs)</p> <p>-Preparing for the Knowledge Economy</p> <p>-Lowering the cost of doing business</p> <p>-Ensuring consumers get the best value for money</p> <p>-Upgrading the quality of DTI governance</p>	<p>Enabling Business</p> <p>-Enabling business environment / reduces cost of doing business to facilitate trade and investment</p> <p>-Global Competitiveness</p> <p>- Value chain and industry cluster management</p> <p>Empowering Consumers</p> <p>-Safe and reasonably-proceed products and services</p> <p>-Supply chain management</p>	<p>1. Philippine Economic Zone Authority 2. Securities and Exchange Commission 3. Board of Investment 4. Bureau of Export Trade Promotion 5. Bureau of Product Standard 6. Bureau of Micro, Small and Medium Enterprise Development 7. Management Information Service 8. Office of Policy Research, etc.</p>	N/A	N/A

## Summary of the Result of Supplementary Survey of Target Organizations (Component 1-1)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
5	Board of Investment (BOI) under DTI	N/A	N/A	N/A	<u>Mission</u> Committed to generate local and foreign investments and develop globally competitive industries, thus, increasing employment through the responsible use of the countries resources, guided by the principles of private initiative and government cooperation.	Investment Priority Areas 1. Business Process Outsourcing 2. Electronics Industry 3. Renewable Energy 4. Shipbuilding	N/A	-NZAID -AusAid -KAIST (Korea) -Japan-IMF -JICA	-Many of the employees have background of Economics, Business Management, IT and Engineering. -Concerned on age requirement. They are lacking the employees in the 30s as they froze recruitment of new employees for the last few years under implementation of the rationalization plan. -Used to be active in sending around 10 nominees to short-term training courses in a year.
6	Department of Foreign Affairs (DFA)	N/A	N/A	N/A	Responsible for 1) Crafting of the State's foreign policy for approval by the President, and 2) Implementation of the State's foreign policy  <u>Vision:</u> -Have a workforce which imbibes the following traits/values/ principles: Competence, Dedication, Motivation, Professionalism, Commitment, Excellence, Integrity and Patriotism -An organization which works for social justice, human rights, fundamental freedoms, democratic way of life, world free from environmental degradation, transnational crime, and proliferation of weapons of mass destruction  <u>Mission:</u> -Advance the national interest of the Philippines and the Filipino people in the world community -Promote and protect the rights and wellbeing of Filipinos	Developing a Human Resource program which would focus on the effective 1) selection of suitable applicants; 2) rotation and placement of personnel in appropriate positions and offices/Foreign Service Posts (includes the determination of skills, capabilities, and interests of the employee,3) development of the capacities and competencies of personnel to be flexible and able to handle multiple and varied tasks; 4) priority and time management; and 5) application of management techniques and counseling methods to shape, manage and control employee behavior to achieve desired goals and outcome.	1. Foreign Service Institute (FSI) 2. Technical Cooperation Council of the Philippines (TCCP) 3. UNESCO National Commission of the Philippines 4. Technological Information Promotion Systems	-Master de Sciences Po Mention Affaires Internationals (France) -Masters in Diplomacy and International Relations at Secular Diplomatic (Spain) -Master of Arts in International Boundaries Programmed (Malaysia) -Ministers Study Programmed in Social Sciences (Czech Rep.) -Monbusho Scholarship -Master Degree in Foreign Affairs and Trade (Australia) -Erasmus Mundus Masters in Human Rights Practice (Sweden, Norway, UK)	-Scholars of the JDS may gain knowledge on governance through observing the systems, organizational structure, procedures and processes of the Japanese government and Japanese private institutions. -Students enrolled in different programs of the JDS could benefit from training which emphasizes the creation or formulation of practical and feasible work plans and strategies in their field of expertise, in order that they may contribute to nation-building.
7	Office of the President (OP)	N/A	N/A	N/A	<u>Mandate</u> to appoints, supports, and evaluates the President to assures that the Institute has an effective system of governance to provide the necessary technical and support services to the President to enable him to perform his functions effectively and efficiently.	N/A	Clark development Corporation Committee on Intellectual Property Rights Manila Economic and Cultural Office Metropolitan Manila Development Authority National Solid waste management Commission Office of the Presidential Advisor on the Peace Process Pasig River Rehabilitation Commission Philippine Center on Transnational Crime Presidential Commission on Visiting Forces Agreement	N/A	-Interested in human resources development of employees in the field of Supervision and Management, HRM, Technical Writing, IT, among others. -Not very active in participating in long-term scholarship programs for the last 6 years. -Hope that some employees get interested in JDS and apply this year, although the OP employees have been very busy at this moment as there is reorganization after new administration. Now that there is a new administration, the opportunity of trainings/ scholarships for the employees should be more encouraged. -Preferable short-term training courses targeting senior officer as well.
8	Land Bank of the Philippines (LBP)	N/A	N/A	N/A	-An implementing Agency of CARP involved in land evaluation, compensation to owners of Private agricultural lands, and collection of amortizations from CARP farmer-beneficiaries -Provision of credit assistance to small farmers and fish folk and ARBs -An official depository of government funds -A government Bank with A Social mandate to spur countryside Development	-Catalyst of countryside development and poverty alleviation -Commitment towards the development of the cooperative system -Self-sustainability through cross-subsidy operations (commercial banking profits supporting agrarian operations) -Self-reliant government institution with no budgetary support -Commitment towards environmental protection	N/A	N/A	N/A
9	Development Bank of the Philippines (DBP)	N/A	N/A	N/A	To Provide banking services principally to cater to the medium and long-term needs of agricultural and industrial enterprises with emphasis on small and medium-scale industries to develop the countryside 1. Deposit Products and Cash Services 2. Trade Products and Services 3. Center for Global Filipinos 4. Trust Services 5. Electronic Banking	N/A	N/A	N/A	-No special concern on age requirement and the length of study for 2 years. They have been continuously recruiting new employees, who should have background of Economics, Finance, Accounting, Mathematics and Engineering. -Concerned on the age requirement -The young promising employees, who already completed an internal training program "Young Management Training Program" for fostering young economist and just finished their service obligation of 3 years, could be the targeted possible applicants for JDS. -Due to the recruitment of new staffs, the average age of the staff is now 34 years old. -Division, which deals with SMEs, is being established under the development section. SMEs is more timely theme for DBP now.

## Summary of the Result of Supplementary Survey of Target Organizations (Component 1-1)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
10	Philippine Economic Zone Authority under DTI	N/A	N/A	N/A	<u>Mandate</u> To promote investments, extend assistance, register, grant incentives to and facilitate the business operations of investors in export-oriented manufacturing and service facilities inside selected areas throughout the country proclaimed by the President of the Philippines as PEZA Special Economic Zone.	-Investment Promotion -Employment Creation -Export Generation	N/A	N/A	PEZA Investment priority areas 1. Export Manufacturing 2. IT Service Export 3. Tourism 4. Agro-Industrial Manufacturing 5. Agro-Industrial Bio-fuel Manufacturing 6. Logistics and warehousing service
11	Department of Labor and Employment (DOLE)	1000 (only DOLE)	N/A	N/A	<u>Mandate:</u> To protect workers through the preventive approach of reducing/ eliminating occupational accidents and illnesses To promote workers welfare through the effective implementation of OSH programs that will enhance productivity and subsequently contribute to national economic development efforts	1. Upgrade the capacity of Government to prevent, eliminate or reduce work-related injuries, illnesses and deaths 2. Implement effectively occupational health and safety programs that will promote the health, efficiency and general well-being of the Filipino workers through the improvement of the quality of his working life that will enhance significantly the productivity of industries and business all being critical factors in the attainment of national development goal 3. Maintain an expert intelligence and training center for industrial disease and occupational safety that will provide the operational framework and mechanism.	<u>Attached Agencies</u> 1. Employees Compensation Commission (ECC) 2. Institute for Labor Studies (ILC) 3. Maritime Training Council (MTC) 4. National Conciliation and Mediation Board (NCMB) 5. National Labor Relations Commission (NLRC) 6. National Maritime Polytechnic (NMP) 7. National Reintegration Center for OFWs (NRCCO) 8. National Wages and Productivity Commission (NWPC) 9. Occupational Safety and Health Center (OSHC) 10. Overseas Workers Welfare Administration (OWWA) 11. Philippine Overseas Employment Administration (POEA) 12. Profession Regulation Commission (PRC) 13. Technical Education and Skills Development Authority (TESDA)	N/A	-Have some concern on age requirement as DOLE froze hiring new people under the rationalization plan for the last few years. Although rationalization in terms of manpower has been already completed, they have been continually implementing said plan. DOLE suggested JDS should consider raising the age requirement to higher age. -Have no special concern on the length of study for 2 years.
12	Department of Tourism (DOT)	470	470	83	<u>Mandate:</u> To formulate tourism policies, plans and projects for the development of tourism as an engine of social-economic and cultural growth To supervise and coordinate the implementation of tourism policies, plans and project To communicate to the President and the heads of departments, agencies and instrumentalities of the government, the impact upon tourism and the economy of the proposed governmental action To provide an integrated market development program to attract people to visit The Philippines and enhance the prestige of the country and the Filipino people in the international community	1. Develop and market competitive products and destinations - raise standards of facilities and services -facilitate investments and lower business cost -implement marketing and promotions 2. Improve market access, connectivity and destination infrastructure -expand capacity f international gateways Implement strategic access between international gateway and other clusters 3. Improve tourism institutional governance and human resource - pre shared responsibility of national and local governments -development competent, will motivated and productive work force	<u>Bureaus</u> 1. Bureau of International Tourism Promotion 2. Bureau of Domestic Tourism Promotion <u>Agencies</u> 1. Duty Free Philippines 2. Intramuros Administration 3. National Parks Development Committee 4. Nayong Pilipino Foundation 5. Philippine Convention and Visitors Corp. 6. Philippine Tourism Authority (PTA) 7. Philippine Retirement Authority 8. Tourism PmotionsBoard(TPB) 9. Tourism Infrastructure and Enterprise Zone Authority(TIEZA) 10.Duty Free Philippines Corporation 11.Intramuros Administration (IA) 12.National Parks Development Committee(NPDC) 13.Nayong Pilipino Foundation (NPF) 14.Philippine retirement Authority(PRA)	N/A	-Mandates include promotion of private participation and deregulation in the infrastructure field. -Concerned on age requirement as they froze new recruitment and promotion of employees under the rationalization plan for the past years, and almost 80% of the employees are over 45 years old. -May hesitate to leave the family home and participate in 2-year program, although DOT has no special concern in sending employees to long-term scholarship program. -Another concern is too many documents to be prepared upon application. The employees have been currently very busy working on reorganization based on the new Tourism Act 2009 under new administration. -Usually 1-2 nominees per year to be sent.
13	People's Credit and Finance Corporation (PCFC)	N/A	N/A	N/A	PCFC shall be the viable and sustainable leader in the provision of financial products and services to generate income opportunities and improve the lives of the poor. It shall assist in the development of microfinance institutions and the microfinance industry. To empower the marginalized sector through the delivery of responsive financial and other services, as well as capacity development programs to accredited microfinance institutions.	Overseas Filipino Workers Microfinance Program in Pasig City under the Financial assistance and Microfinance Entrepreneurship(FAME) Microfinance Geographical Information system(MGIS)	N/A	N/A	-Many of the employees have background of economics and microfinance. -Strong concerns on age requirement, as PCFC is an aging organization and the average age bracket is over 40.



Summary of the Result of Supplementary Survey of Target Organizations (Component 1-1)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
14	Technical Education and Skills Development Authority (TESDA)	3342	3342	739	<u>Vision</u> Be the leading partner in the development of the Filipino workforce with world-class competence and positive work values. <u>Mission</u> To provide direction, policies, programs and standards towards quality technical education and skills development. <u>Mandate:</u> TESDA is mandated to: Integrate, coordinate and monitor skills development program restructure efforts to promote and develop middle-level manpower Approve skills standards and tests Fund programs and projects for technical education and skills development	School Based Program CenterBased Program Community Based Program	N/A	-Korea International Cooperation Agency -National Graduate Institute for Policy of Studies (Japan)	-Concerned on age requirement as the average age bracket is over 40. -No special concern on the length of study for 2 years. TESDA send around 80 employees to short-term training courses, mainly in the field of ICT and vocational training every year, but not very active in participating in long-term scholarship programs due to its high competition.

## Summary of the Result of Supplementary Survey of Target Organizations (Component 1-2)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
1	Department of Agriculture (DA)	437 (only Office of Secreta ry)	428 (only Office of Secreta ry)	56 (Only Office of Secreta ry)	<u>Mandate</u> Providing sufficient food and sustainable livelihood for the Filipino people through modernized technologies and facilities.	<u>Major strategies:</u> -Creating the appropriate policy environment -Reorientation of the DA organizational along functional lives as provided by AFMA -HRD program in various areas such as R&D, policy & planning, M&E -Capability building of partner institutions. The AFMA mandate the leadership of LGU's in program implementation while the Department of Agriculture (DA) provides coordination and technical support.	Bureaus 1. Agricultural Training Institute (ATI) 2. Bureau of Agriculture and Fisheries Product Standards (BAFPS) 3. Bureau of Animal Industry (BAI) 4. Bureau of Agricultural Research (BAR) 5. Bureau of Agricultural Statistics (BAS) 6. Bureau of Fisheries and Aquatic Resources (BFAR) 7. Bureau of Plant Industry (BPI) 8. Bureau of Soils & Water Management (BSWM) <u>Attached Agencies</u> 1. Agricultural Credit and Policy Council (ACPC) 2. Cotton Development Administration (CODA) 3. Fertilizer and Pesticide Authority (FPA) 4. Fiber Industry Development Authority (FIDA) 5. Livestock Development Council (LDC) 6. National Agricultural and Fishery Council (NAFC) 7. National Dairy Authority (NDA) 8. National Food Authority (NFA) 9. National Fisheries Research and Development Institute (NFRDI) 10. National Irrigation Administration (NIA) 11. National Meat Inspection Service (NMIS)	N/A	-Target priority areas/ development issues: Food Security (in accordance with the Agriculture and Fisheries Modernization Act ( 1997 ) ), as well as Research & Development, Policy & Planning, Monitoring & Evaluation. They are also interested in the field of Project Development and HR management. -The program focused on public administration and policy-making is mainly for the employees of DA central office, while the program focused on rather technical skills is mainly for those of the attached agencies and the program focused on agriculture/ rural development is mainly for those of DA regional offices. -Concerned on age requirement as DA has been freezing recruitment of new employees under its rationalization plan, and most of young employees hold non-permanent status. The number of qualified applicants should be limited as the average age bracket is over 40. -Average age of permanent employees is 50-55 years old. -Avals other training/ scholarship programs sponsored by foreign countries and local scholarship program as well. They send around 3 employees to foreign scholarship programs yearly and many participants are from its attached agency, Phil rice ( Philippine Rice Research Institute ) . -Preferable short training courses. -Rationalization Plan is about to be lifted, and recruitment of younger employees will start soon.
2	Department of Agrarian Reform (DAR)	N/A	N/A	N/A	<u>Mandate</u> To lead in the implementation of the Comprehensive Agrarian Reform Program (CARP) through Land Tenure Improvement, (LTI), Agrarian Justice and coordinated delivery of essential Support Services to client beneficiaries <u>Mission</u> To lead in the implementation of agrarian reform and sustainable rural development in the country through land tenure improvement, the provision of integrated development services to landless farmers, farm workers, small landowner and landowner-cultivators, and the delivery of agrarian justice, as key to long lasting peace and development in the countryside. <u>Function</u> To provide Land Tenure security to landless farmers through land acquisition and distribution; leasehold arrangements implementation and other LTI services; To provide legal intervention to Agrarian Reform Beneficiaries (ARBs) through adjudication of agrarian cases and agrarian legal assistance; To implement, facilitate and coordinate the delivery of support services to ARBs through social infrastructure and local capability building, sustainable agribusiness and rural enterprise development and access facilitation and enhancement.	N/A	<u>Bureaus</u> 1. Bureau of Agrarian Legal Assistance 2. Bureau of AR Beneficiaries Debt. 3. Bureau of AR Information & Education 4. Bureau of Land Acquisition & Distribution 5. Bureau of Land Development <u>Attached Agencies</u> -Department of Agrarian Reform Adjudication Board	N/A	-DAR has its mandate to support agriculture development, SMEs, development of agriculture market. They also have the concerned issues of alleviation of poverty, elimination of corruption, climate change as their target priority areas/ development issues. -They do not limit the number of employees to be nominated for foreign scholarship programs in a year.
3	National Irrigation Administration (NIA) under DA	3463	3463	599	-Responsible for irrigation development in the Philippines. <u>Role</u> -Development and maintenance of irrigation systems in support of the agricultural development program of the government; -Provision of adequate levels of irrigation service on a sustainable basis in partnership with the farmers and the local government units (LGUs) -Provision of technical assistance to institutions in the development of water resources for irrigation, -Support for the economic and social growth in the rural areas through irrigation development and management. <u>Mandate</u> -Construction, rehabilitation and improvement of irrigation systems, both national and communal; -Operation and maintenance of all National Irrigation Systems; -Temporary supervision of operation -Maintenance and repair of all Communal Irrigation Systems and Pump Irrigation Systems.	(1) Developing and maintaining irrigation system in support of the agricultural development program of the government. (2) Provide adequate level of irrigation service or a sustainable basis in partnership with he fears of the LGU.	N/A	Disaster Management Policy Program(JICA)	-Target priority areas/ development issues: Water resources development for irrigation as major input to increase agricultural production, and Empowering the Irrigators Association to operate and manage the lower levels of irrigation facilities through Irrigation Management Transfer. -Interested in upgrading knowledge in Hydrology, Design and Construction of irrigation structure, Management of River and Dam, Flood Control and Rural Development.

## Summary of the Result of Supplementary Survey of Target Organizations (Component 1-2)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
4	National Water Resources Board (NWRB) under DENR	86	86	N/A	<p><u>Vision</u> WATER FOR ALL</p> <p><u>Mission</u> -To ensure access to safe, adequate water supply and sanitation at acceptable rates and levels of service; -To allocate sufficient water that will ensure food security and spur economic development of the country; and -To protect the water environment in order to preserve flow regimes, biodiversity and cultural heritage as well as the mitigation of water related hazards.</p>	<p>NWRB takes a lead role in the implementation as follows</p> <ul style="list-style-type: none"> <li>·Managing the water resource effectively</li> <li>·Expediting socially responsive private sector participation and enhancing public-private partnership</li> <li>·moving toward integrated river basing management</li> <li>·Advocating political decisions and political support to implement vision</li> <li>·Mobilizing and institutionalizing broad partnerships between government and non-government organizations, peoples organizations and private sector</li> </ul>	N/A	N/A	<p>-Strong concerned on age requirement as they have been continuously affected by the rationalization plan and flozed the employment for 10 years.</p> <p>-The number of qualified employees being below 39 should be very limited as the average age bracket is over 50.</p> <p>-Concerned the possibility of turnover after return from long-term study, yet still interested in the JDS.</p> <p>-They also prefer short-term training courses.</p>
5	Local Water Utilities Administration (LWUA)	367	367	0	<p>The Local Water Utilities Administration, more commonly referred to as LWUA, is a government-owned and controlled corporation (GOCC) with a specialized lending function mandated by law to promote and oversee the development of water supply systems in provincial cities and municipalities outside of Metropolitan Manila.</p>	<ol style="list-style-type: none"> <li>1. Social Impact <ul style="list-style-type: none"> <li>- Expand coverage and reliable water service at affordable water rates.</li> <li>- Adequate sanitation including seepage and sewerage</li> </ul> </li> <li>2. Customers /Stakeholders <ul style="list-style-type: none"> <li>-Improving institutional regulations of Water Districts toward the achievement of national goals.</li> </ul> </li> <li>3. Internal process <ul style="list-style-type: none"> <li>-Adjust project development processes towards competent delivery of technical and institutional development assistance.</li> </ul> </li> <li>4. Finance <ul style="list-style-type: none"> <li>-Provide financial assistance to less creditworthy Water Districts while ensuring viability.</li> </ul> </li> <li>5. Learning and Growth <ul style="list-style-type: none"> <li>-Develop a competent and efficient workforce of dedicated civil servants.</li> </ul> </li> </ol>	N/A	N/A	N/A
6	Department of Interior and Local Government (DILG)	5,152	5,092	3,088	<p><u>Mandate</u> to appoints, supports, and evaluates the President to assures that the Institute has an effective system of governance to provide the necessary technical and support services to the President to enable him to perform his functions effectively and <u>efficiently</u>.</p>	<ul style="list-style-type: none"> <li>-Disaster management development for LGUs and uniformed to enhance skills and capabilities in rendering service to the public.</li> <li>-Human resource development focused on personnel administration by using advance technology in information, communication and management.</li> <li>-Prioritizing local economic development to reduce poverty focusing on 1) supporting improvement in the national enabling environment for LGU and LED; 2) Providing support at the local level to LGUs in developing and implementing their LED approaches.</li> <li>-Promoting accountability, transparency, participation and high level of performance in the barangays (smallest political unit in the Philippines comparables to Japans son or mura) to spur community growth, development and transformation and people empowerment.</li> </ul>	<p>Local Government Academy Local Government Bureaus Bureau of Fire Protection Bureau of Jail Mgmt and Penology Philippine National Police(PNP)</p>	N/A	<p>-Target priority areas/ development issues: Disaster management development for LGUs, Human resource development focused on personnel administration, Local economic development, Promoting accountability, transparency, participation and high level of performance in the barangays.</p> <p>-Approximately 30% of the employees should meet the age requirement below 39. They have been freezing the recruitment of new employees under the rationalization plan.</p>
7	Department of Health (DOH)	2,113	1,715	N/A	<p><u>Vision</u> The leader of Health for all in the Philippines</p> <p><u>Mission</u> Guarantee, equitable, sustainable and quality health for all Filipinos, especially the poor cord to lead the quest for excellence in health.</p>	<ul style="list-style-type: none"> <li>-Development of monitoring and evaluation tools - DOH Capacity Development Plan 2011-2016</li> <li>-Identification of research issues - Merit System for Scientific Career System (still in its in developmental stages)</li> <li>-Skills for technology transfer (capability building)</li> <li>-Translating policies into strategies/actions - Human Resource for Health Development and Mgt Systems Installation</li> <li>-Influencing political will at regional/local government level - (none at the moment)</li> <li>-Building support structures for HR management at regional level - (none at the moment)</li> <li>-Understanding of organization goals (regional level) - (none at the moment)</li> <li>-Different advocacy strategies - (none at the moment)</li> <li>-Knowledge Management</li> <li>-Strategies to improve compensation and benefits - (none at the moment)</li> <li>-Merit System Development for employees (incentives and awards) - Merit Promotion Plan</li> <li>-Job Analysis (creating indicators to match competencies with responsibilities) - (none at the moment)</li> <li>-Resource Management (recruitment systems) - Guidelines for recruitment and selection</li> <li>-Coaching and Counseling - Guidelines for Coaching and Counseling</li> <li>-Mediation for disputes - (none at the moment)</li> </ul>	<ol style="list-style-type: none"> <li>1. Bureau of Food and Drugs</li> <li>2. Bureau of Health Devices and Technology</li> <li>3. Bureau of Health Facilities and Services</li> <li>4. Bureau of International Health Cooperation</li> <li>5. Bureau of Local Health Development</li> <li>6. Bureau of Quarantine and International Health Service Surveillance</li> <li>7. Bureau of Research and Laboratory</li> <li>8. Health Human Resource Development Bureau</li> <li>9. Health Policy Development and Planning Bureau</li> <li>10. Dangerous Drug Board</li> <li>11. Phil/ Health Insurance Corporation</li> <li>12. Phil. Institute of Traditional &amp; Alternative Health Care</li> <li>13. Phil. National AIDS Council</li> <li>14. Center for Family and Environmental Health</li> <li>15. Center for Infections Diseases</li> <li>16. National Center for Disease Prevention and Control</li> <li>17. National Center for Health Facility Development</li> <li>18. National Epidemiology Center</li> </ol>	N/A	<p>-Has relevance between its mandates and Good Governance and Health Administration. The "Health Sector Reform", which was just formulated under the new Secretary, also covers Social Health Insurance and Good Governance as the priority issues.</p> <p>-Not send many nominees due to 1) the JDS Project has long selection process and high competition, and 2) the number of qualified employees below 39 is limited, even though many employees get interested in the Program.</p> <p>-Possibly send 1 to 2 employees for JDS in a year if they have nominees.</p> <p>-Has been continuously freezing recruitment of new permanent employees and promotion under the rationalization plan. The number of qualified employees being permanent position and below 39 should be very limited, as they scaled the permanent employees from 3,000 down to 1,300 based on said plan.</p> <p>-Has no special concern on the length of study for 2 years, although it is rather long compared to other scholarship programs.</p>

## Summary of the Result of Supplementary Survey of Target Organizations (Component 1-2)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
8	Department of Social Welfare and Development (DSWD)	2,624	2,434	741	<p><u>Mandate:</u> To provide technical assistance to its partners and intermediaries such as local government units, non-government organizations, other government organizations, private organizations and other member of civil society in effectively implanting programs, projects and services provision of social protection) that will alleviate poverty and empower disadvantaged individuals, families and communities to achieve better quality of life.</p> <p><u>Vision</u> DSWD envision a society here the poor, vulnerable and disadvantaged are empowered for unimproved quality of life. Towards this end, DSWD will be the world's standard for the delivery of coordinated social services and social protection for poverty reduction by 2030.</p>	<p>Community-based Services</p> <ul style="list-style-type: none"> <li>-Preventive, rehabilitate and developmental programs and initiatives that mobilize the family and community to respond to a problem, need, issue or concern of children, youth, women, person, older persons and families who are in need and at-risk</li> </ul> <p>Residential Care Services</p> <ul style="list-style-type: none"> <li>-Centers and facilities that provide 24hour alternative family care to poor vulnerable and disadvantaged individuals and families whose need cannot be met by their families and relatives or by any other form of alternative family care for a period of time.</li> </ul> <p>Social Welfare and Development Technologies</p> <ul style="list-style-type: none"> <li>-The DSWD continues to implement pilot project which will be marketed to local government units that need projects</li> </ul>	<p><u>Bureaus</u></p> <ol style="list-style-type: none"> <li>1. Policy Development &amp; Planning Bureau</li> <li>2. Program Management Bureau</li> <li>3. Social Technology Bureau</li> <li>4. Social Welfare &amp; Institutional Development Bureau</li> <li>5. Standards Bureau</li> </ol> <p><u>Attached Agencies</u></p> <ol style="list-style-type: none"> <li>1. Council for the Welfare of Children</li> <li>2. Inter-Country Adoption Board</li> <li>3. National Council for the Welfare of Disabled Persons</li> </ol>	<ul style="list-style-type: none"> <li>-Australia</li> <li>-US</li> <li>-Netherlands</li> <li>-UK</li> <li>-Belgium</li> <li>-New Zealand</li> <li>-Thailand</li> <li>-India</li> </ul>	<ul style="list-style-type: none"> <li>-Target priority areas/ development issue: Breaking the inter-generational cycle of poverty and Capacitating communities to drive development for themselves.</li> <li>-Enhance human resources development of employees especially on Policy and plans developments, Standards setting, Project and/or program developments and management, Governance, Research, Case management, Monitoring and evaluation, and Information systems.</li> <li>-Concerned on age requirement as DSWD is aging under the rationalization plan and the average age bracket is over 40. Many of young employees are employed on contractual basis.</li> <li>-Strictly comply with the CSC guideline stating that only permanent employees should be entitled to foreign training/ scholarship programs, even though there was a case in previous batch where DSWD sent a non-permanent scholar, who has already left the organization due to termination of MOA.</li> </ul>
9	Commission on Higher Education (CHED)	175	175	36	<ul style="list-style-type: none"> <li>-Formulate and recommend development plans, policies, priorities, and programs on higher education and Research;</li> <li>-Monitor and evaluate the performance of programs and institutions of higher learning for appropriate incentives as well as the imposition of sanctions such as, but not limited to, diminution or withdrawal of subsidy, recommendation on the downgrading or withdrawal of accreditation, program termination or school course;</li> <li>-Identify, support and develop potential centers of excellence in program areas needed for the development of world-class scholarship, nation building and national development;</li> <li>-Rationalize programs and institutions of higher learning and set standards, policies and guidelines for the creation of new ones as well as the conversion or elevation of schools to institutions of higher learning, subject to budgetary limitations and the number of institutions of higher learning in the province or region where creation, conversion or elevation is sought to be made;</li> <li>-Develop criteria for allocating additional resources such as research and program development grants, scholarships, and the other similar programs: Provided, that these shall not detract from the fiscal autonomy already enjoyed by colleges and universities;</li> <li>-Direct or redirect purposive research by institutions of higher learning to meet the needs of agro-industrialization and development;</li> <li>-Devise and implement resource development schemes;</li> <li>-Administer the Higher Education Development Fund, as described in Section 10 of R.A. 7722, which will promote the purposes of higher education;</li> <li>-Review the charters of institutions of higher learning and state universities and colleges including the chairmanship and membership of their governing bodies and recommend appropriate measures as basis for necessary action; and</li> <li>-Promulgate such rules and regulations and exercise such other powers and functions as may be necessary to carry out effectively the purpose and objectives of R.A. 7722,</li> </ul>	<ol style="list-style-type: none"> <li>1. Training Needs Analysis</li> <li>2. development Planning</li> <li>3. Strengthening HRD Staff</li> </ol>	N/A	<ul style="list-style-type: none"> <li>-Korea International Cooperation Agency</li> <li>-National Graduate Institute for Policy of Studies (Japan)</li> <li>-Australia( AusAID)</li> </ul>	Concerned on the age requirement as most of other foreign scholarship do not have any age requirement.
10	Civil Service Commission (CSC)	1,191	1,191	N/A	<p><u>Mandate</u> The Civil Service Commission promotes morale efficiency, integrity, responsiveness, progressiveness and courtesy in the Civil Service. It adopts measures to strengthen the merit and reward system, integrates all human resources development programs for all level and ranks, and institutionalizes and management climate conducive to public accountability</p> <p><u>Objectives</u> Developing competent and credible civil servants to ensure high quality public service</p> <ul style="list-style-type: none"> <li>-Exemplifying integrity and excellence in public service</li> <li>-Cultivating harmony, morale and wellness in the workplace</li> <li>-Effective and efficient performance of quasi-judicial functions</li> <li>-Managing support mechanisms</li> </ul>	<ol style="list-style-type: none"> <li>1. Developing the agencies human resource management competencies, systems, and practices toward HR excellence;</li> <li>2. Linking the organizational performance with the Philippine Development Plan, Agency Strategic Plan, and Organizational Performance Indicator Framework or OPIF, ensuring organizational and individual effectiveness by cascading institutional accountabilities to the various levels of the organization; and linking performance management with other HR systems;</li> <li>3. Developing competencies—observable, measurable and vital skills, knowledge, and attitudes deemed essential for organizational success—that can be applied to various HR systems, including recruitment, performance management, compensation planning, and learning and development;</li> <li>4. Integrating competencies in human resource systems of government agencies, not only in recruitment but also in training and employee development.</li> <li>5. Utilizing collaborative relationships with local and international partners to facilitate the accomplishment of CSC goals -- is so important that it is one of the seven leadership competencies honed among CSC leaders.</li> </ol>	<p>Civil Service Institute</p> <p>Examination, Recruitment and Placement Office(ERPO)</p> <p>Integrated Records Management Office(IRMO)</p> <p>Personnel Policies and Standards Office(PPSO)</p> <p>Office for Legal Affairs (PLA)</p> <p>Public Assistance and Information Office(PAIO)</p>	<ul style="list-style-type: none"> <li>-Australia(AusAid)</li> <li>-Young leaders Program</li> </ul>	<p><u>Ideal HR that CSC intends to develop</u> The CSC shall focus its HR processes on continually improving process performance. This is the fourth level or the Strategic HRM Assessment under the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM). At this level, HR helps to drive agency business decision on people, data, and insight. HR strategy is already part of the agency strategy.</p>

## Summary of the Result of Supplementary Survey of Target Organizations (Component 1-2)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
11	Commission on Audit (COA)	8,169	3,408	2,239	<ol style="list-style-type: none"> <li>1. Examine, audit and settle all accounts pertaining to the revenue and receipts, expenditure or uses of funds and property owned or held in trust pertaining to the government.</li> <li>2. Promulgate accounting and auditing rules and regulations including those for the prevention and disallowance of irregular, unnecessary excessive, extravagant expenditures or the uses of the funds.</li> <li>3. Submit annual reports to the President and the Congress on the financial condition and operation of the government.</li> <li>4. Recommend measures to import the efficiency and effectiveness of government.</li> <li>5. Keep the general accounts of government and preserve the vouchers.</li> <li>6. Decide any costs brought before it within 60days.</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthening the Organizational Capacity of COA</li> <li>2. Upgrading existing infrastructure facilities and equipment</li> <li>3. Upgrading / Enhancing implementing policies, guidelines, standards and strategies on recruitment, promotion, retention of competent staff.</li> </ol>	N/A	ITEC- Indian Technical and economic Cooperation TCSCP- Technical Cooperation Scheme of Colombo Plan SCP- Singapore Cooperation Program MTCP-Malaysian Technical Cooperation Program CNAO- National Audit Office of the People's Republic of China NFP-Netherland Fellowship Program NZAID- New Zealand Agency for International Development ADS-Australian Development Scholarship Facility AusAID-Australian agency for International Development	They have monitoring system including submission of Post-Scholarship requirements.
12	Office of the Ombudsman	1195	1195	1052	<p>-The Ombudsman and his Deputies, as protectors of the people shall act promptly on complaints filed in any form or manner against officers or employees of the Government. Or of any sub-division, agency, or instrumentality thereof, including government owned or controlled corporations, and enforce their administrative, civil, and criminal liability in every case where the evidence warrants in order to promote efficient service by the government to the people</p> <p>-The Ombudsman shall give priority to complaints filed against high ranking government officials and/or those occupying supervisory positions, complaints involving grave offenses as well as complaints involving large sums of money and/or properties</p>	<ul style="list-style-type: none"> <li>·Disposition of high-profile cases</li> <li>·Zero backlog</li> <li>·Improving survival rate of face finding</li> </ul>	N/A	-Australia(AusAID)	<p>-272 employees of the central office should be qualified as being below 39, which is almost the half of the total employees in the office.</p> <p>-Not affected by rationalization plan as 40 % of the employees are lawyers and 60 % of them are investigators, who are not targeted on said plan.</p> <p>-at least 2% of the operational experts is allocated in capacitating officials and employers through in hours raining.</p> <p>-the organization avails of financial and technical assistance from institution like JICA.</p> <p>-the ideal human resource poses more than acceptable levels of competency in area of integrity, accountability, science orientation and knowledge and skills.</p> <p>-there would be 1052 possible applicants to JDS.</p>

## Summary of the Result of Supplementary Survey of Target Organizations (Component 1-3)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
1	Department of Public Works and Highways (DPWH)	23,617	15,214	1,369 (approximate)	<u>Mission:</u> To provide and manage quality infrastructure facilities and services responsive to the needs of the Filipino people in the pursuit of national development objectives. <u>Vision:</u> By 2030, DPWH is an effective and efficient government agency, improving the life of every Filipino through quality infrastructure.	Promoting national development and enhancing economic growth through the construction, maintenance of quality and safer roads and other infrastructure facilities.	1. Bureau of Construction 2. Bureau of Design 3. Bureaus of Research and Standards 4. Bureau of Maintenance 5. Bureau of Equipment 6. Local Water Utilities Administration 7. National Water Resources Board 8. Metropolitan Waterworks and Sewerage System (MWSS)	-New Zealand -Netherlands -Australia -Japan	N/A
2	Department of Transportation and Communications (DOTC)	435	297	62	<u>Vision:</u> Providing integrated transport and communication services, connecting people, islands, families, communities and the nation with the rest of the world, and constantly responding for environmentally sustainable and globally competitive transport and communication systems. <u>Mission:</u> To provide the country with efficient, effective and secure transportation and communications systems that are globally competitive, compliant with international standards and responsive to the changing times.	Guide government and private investments in the development of the country's inter modal transportation to ensure mobility of people and goods from one place to another.	1. Office for Transportation Security 2. Civil Aviation Authority of the Philippines 3. Manila International Airport Authority 4. Civil Aeronautics Board 5. Mactan-Cebu International Airport Authority 6. Philippine Aerospace Development Corporation 7. Toll Regulatory Board 8. Office of Transport Cooperatives 9. Philippine National Railways 10. Light Rail Transit Authority 11. North Luzon Railways Corporation 12. Philippine Ports Authority 13. Maritime Industry Authority 14. Cebu Ports Authority 15. Philippine Merchant Marine Academy	-New Zealand Development Scholarship -Lee Kwan Yew Scholarship (Korea) -World Maritime University (International Maritime Organization) -Indian Technical and Economic Cooperation	N/A
3	Department of Environment and Natural Resources (DENR)	20,078	18,527	3,500	1. Assure the availability and sustainability of the country's natural resources through judicious use and systematic restoration or replacement, whenever possible. 2. Increase the productivity of natural resources in order to meet the demands for forest and mining and land resource for growing population 3 Enhance the contribution of natural resources for achieving national economies an social development 4. Promote equitable access to natural resources by the different sector of the population	1. Anti-corruption/ transparent, accountable and responsible governance 2. Poverty reduction and empowerment of the poor and vulnerable 3. Rapid, inclusive and sustained economic growth 4. Integrity of the environment and climate change	1. National Mapping and resource Information Authority 2. Laguna Lake Development Authority 3. Natural Resources Development Corporation 4. River Basis Control Office 5. Pasig River Rehabilitation Corporation 6. Land Registration Authority 7. Philippine Reclamation Authority 8. National Water Resource Board 9. National Resources Mining Development Corporation 10. Palawan Council for Sustainable Development 11. Philippine Forest Corporation 12. National Council for Indigenous People 13. Pasay-Makati Realtors Board	-NEF (Netherlands) -DAAD (Germany) -AusAid -BADC (Belgium) -JICA -NZODH (New Zealand) -ASEAN Countries (Thailand, Singapore, India) -Brunei	-Target priority areas/ development issues: Forestry Environment, Protected Areas Biodiversity, Mining, Land Administration, Research Management, GIS/ Remote Sensing/ Hydrograph, Administrative Management, Water Management, Climate Change, Disaster Management, Public Administration, ICT, Economics, among others. Master's degree of Science/ Environmental Management is also to be welcomed. -No special concern on the length of study for 2 years. -No limitation of the number of nominees from the office in a year, although each regional office can send one nominee at the same time. They encourage the employees to apply for the foreign scholarship and nominate around 10 participants to short-term training/ long-term scholarship every year.
4	Department of Energy (DOE)	613	613	156	<u>Mandate</u> To prepare, integrate, coordinate, supervise and control all plans, programs, projects and activities of the government relative to energy exploration, development, utilization, distribution and conservation.	Developing indigenous energy resources and actively encouraging utilization of alternative options such as befouls, solar, wind and other sources like geothermal, biomass, hydropower and ocean energy with the end in view of not only promoting clean and sustainable energy sources but also aiming to become a country that is energy independent.	1. Philippine National Oil co. 2. National Power Corporation 3. National Electrification Administration 4. National Transmission Corp. 5. Power Sector Asset and Liabilities Management	N/A	-Interested in the field of Rural Electrification, Energy Projects Development, Energy Management, as well as Public Administration, Economic Policy, Investment Promotion, Project Management/ Monitoring/ Evaluation.
5	Philippine Economic Zone Authority under DTI	N/A	N/A	N/A	<u>Mandate</u> To promote investments, extend assistance, register, grant incentives to and facilitate the business operations of investors in export-oriented manufacturing and service facilities inside selected areas throughout the country proclaimed by the President of the Philippines as PEZA Special Economic Zone.	-Investment Promotion -Employment Creation -Export Generation	N/A	N/A	PEZA Investment priority areas 1. Export Manufacturing 2. IT Service Export 3. Tourism 4. Agro-Industrial Manufacturing 5. Agro-Industrial Bio-fuel Manufacturing 6. Logistics and warehousing service

## Summary of the Result of Supplementary Survey of Target Organizations (Component 1-3)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
6	Civil Aviation Authority of the Philippine	N/A	N/A	N/A	<u>Mission</u> To develop and maintain all national airports based on international standards, thereby providing the public with safe and convenient facilities Service · Compiles and analyzes statistics of cargo, passenger aircraft movements at national airports · Evaluates, monitor and process the contracts for Concessions in all national airports · Conducts training, inspection, evaluate and determine the CFR capability, prepare POWs and monitor CFR operations nationwide. · Conduct survey at proposed airports and existing national airports for development/ improvement · Conduct inspection, evaluate and preparation of POWs for the repair and improvement of all national airports	-Luzon Urban Beltway New CNS/ATM system Development -The project covers the establishment of priority elements of the new system satellite based CNS/ATM systems in accordance with the ICAO Global Air -Navigation Plan for CNS/ATM systems	N/A	N/A	N/A
7	Bases Conversion and Development Authority (BCDA) under OP	156	156	55	<u>Mandate</u> to appoints, supports, and evaluates the President to assures that the Institute has an effective system of governance to provide the necessary technical and support services to the President to enable him to perform his functions effectively and efficiently.	-Financial stability through improvement of revenue generation ensuring viability of BCDA subsidiaries and sustaining the profitable SCTGX operations, -Improvement of processes and communication, better oversight of subsidiaries and effective SCTEX management leading to process excellence, -Customer stakeholders satisfaction by implementing the conversion and development of farmer base lands, supporting the AFP delivery of social projects and good governance.	1. Clark Development Corporation 2. Clark International Airport Corporation 3. Joka Hay Management Corporation 4. Poro Point Management Corporation 5. Bataan Technology Park Inc. 6. North Luzon Rail Ways Corporation	N/A	N/A
8	Metro Manila Development Authority (MMDA) under OP	N/A	N/A	N/A	To set policies, coordinate and regulate the implementation of all programs and projects concerning traffic management and formulate and implement programs, policies and procedures to achieve public safety	1. Public Safety (Transportation) 2. Disaster Management 3. Solid Waste Management	N/A	N/A	N/A
9	Information and Communication Technology Office (ICTO)  *Commission on Information and Communication Technology (CICT) & National Computer Center (NCC) were integrated with Telecommunication Office as ICTO as of 2014.	N/A	N/A	N/A	- ICTO was created through the Executive Order 47 which transferred the former Commission on Information and Communications Technology (CICT) from the Office of the President to the DOST. - To lead implementing agency of Government in all most of its ICT related efforts such as industry development, policy formulation, ICT infrastructure development, ICT capacity building for the public sector and administration of the E-Governance Fund and others.  <i>Reference: <a href="http://icto.dost.gov.ph/index.php/about-icto/overview-about">http://icto.dost.gov.ph/index.php/about-icto/overview-about</a></i>	The ICTO's primary thrusts for 2011 – 2016 are in the areas of ICT Industry Development, E-Government, ICT Policy Development, ICT Infrastructure and Cybersecurity. Much of these directions are in line with the Philippine Digital Strategy, the Philippine Government's masterplan on how to actively use information and communications technology in promoting economic and social growth, and in promoting efficiency in the delivery of public service  <i>Reference: <a href="http://icto.dost.gov.ph/index.php/about-icto/overview-about">http://icto.dost.gov.ph/index.php/about-icto/overview-about</a></i>	N/A	N/A	- CICT, NCC, and Tel Of were merged into ICTO, which is largely affected by the lift of Rationalization Plan. - Staffing has also been reviewed and some positions were removed from ICTO due to the mismatch between the position and the mandate of ICTO. Meantime, large-scale recruitment is ongoing. - Willing to send officials to the JDS Project, especially from regional offices. - 8 regional offices will be opened in Region 1, 2, CAR, and Mindanao, and each office will consist of 60-80 permanent employees.
10	Land Transportation Office (LTO) under DOTC	3,000	N/A	N/A	<u>Mandate</u> To rationalize the land transportation service and facilities and to implement effectively the various transportation laws, rules and regulations. -Inspection and Registration of Motor Vehicles -Issuance of Licenses and Permits -Enforcement of Land Transportation Rules and Regulations -Adjudication of Traffic Cases -Collection of Revenues for the Government	N/A	N/A	N/A	N/A
11	Subic Bay Metropolitan Authority (SBMA)	1105	1085	391	SBMA manages and operates the Subic Bay Freeport (SBF) as a separate customs territory ensuring free flow or movement of goods and capital within, into and exported out of the Freeport. It has the authority to provide incentives such as tax and duty-free importation of raw materials, capital and equipment needed for the business operation within the Zone.	-Promotes efficient, effective and transparent business process -Expand development to surrounding communities -Invest in Physical and manpower infrastructure -Balance between development and environmental protection -Focus on Maritime, Tourism and high-value services	N/A	N/A	-Master degree required for Division Chief positions and gained higher points for Education Qualification Standard. -As JDS is the only international scholarship program offered to SBMA, there is a strong interest in sending applicants.
12	Light Rail Transit Authority	1,707	43	N/A	<u>Mandate</u> Be responsible for the construction, operation, maintenance and/or lease of LRT Systems in the Philippines <u>Mission</u> To enhance public mobility and provide vital access to urban centers in the country through the development, design, construction, commissioning, operation and maintenance of worked-class and integrated light rail transport system with continued commitment to excellence n service while maximizing the opportunities for development and welfare of our employees as well as the social, economic and environmental benefits for the nation.	N/A	N/A	N/A	-Metro Manila LRT Line 1 Capacity Expansion Project -The project's objective was to expand the transport capacity of Metro Manila Light Rail Transit (LRT) Line 1 and to improve passengers' comfort by procuring new rolling stock cars and by improving existing facilities, and thereby alleviates congestion on the roads and improves in the urban environment.

## Summary of the Result of Supplementary Survey of Target Organizations (Component 1-3)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
13	Department of Science and Technology (DOST)	4460		N/A	<p>The premiere science and technology body in the country charged with the twin mandate of providing central direction, leadership and coordination of all scientific and technological activities, and of formulating policies, programs and projects to support national development. The state recognizes the importance of science and technology in national development. The State shall give priority to research and development, invention, innovation, and their utilization; and to science and technology, education training and services. It shall support indigenous, appropriate, and self-reliant scientific and technological capabilities, and their application to the country's productive systems and national life. The state shall regulate the transfer and promote the adaptation of technology from all sources for the national benefit. It shall encourage the widest participation of private groups, local governments, and community-based organizations in the generation and utilization of science and technology</p>	<p>Key Project</p> <p>-The Gold and Copper chase: Life cycle Analysis of sustainable Small- Scale Production system</p> <p>-Collecting, Regeneration, Conservation, Characterization of Feeds and Industrial Crops Genetic resources</p> <p>-Local Capability development for Rader System</p> <p>-Development of Site- Specific Threshold for deep seated Landslides and Slope Failures . Alleviation of poverty, generation of more productive employment promotion of equity and social justice , attainment of sustainable economic growth and protection and enchancement of environmental quality.</p>	<p>1. Philippine Atmospheric, Geophysical and Astronomical Service Administration</p> <p>2. Philippine Council for Advanced Science and Technology Research and Development</p> <p>3. Philippine Council for Agriculture, Forestry and Natural Resources, Research &amp; Development</p> <p>4. Philippine Council for Aquatic and Marine Research and Development</p> <p>5. Philippine Council for Health Research and Development</p> <p>6. Industrial Technology Development Institute</p> <p>7. Advanced Science and Technology Institute</p> <p>8. Metals Industry Research and Development Center</p> <p>9. Forest Products Research and Development Institute</p> <p>10. Science and Technology Information Institute</p> <p>11. Science Education Institute</p> <p>12. National Academy of Science and Technology</p> <p>13. National Research Council of the Philippines, etc.</p>	N/A	<p>-Interest in the field of Urban Engineering and Environment Administration, as well as Climate Change and environmental issues. One of its attached agencies has also mandates related to Road Administration.</p> <p>-Limited number of employees who should be qualified as being permanent position and below 39, as the average age bracket of permanent employee is rather high. They also have the contractual employees on a project basis, who are allowed to apply for some foreign training/ scholarship programs as long as they secure approval from department head, considering that they have high possibility to stay and contribute to the organization for longer period.</p> <p>-Have no special concern on the length of study for 2 years.</p> <p>-Completed the rationalization plan and secured approval from DBM, they have resumed hiring new permanent employees and promotion.</p> <p>-Avail of other foreign and local training/ scholarship programs. They sent around 100 employees to those training/ scholarship programs.</p> <p>-Would like to encourage staffs of regional offices to apply for the program as their opportunity to avail long-term scholarship programs is limited.</p>



## Summary of the Result of Supplementary Survey of Target Organizations (Sub-Program 2)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
1	Bangsamoro Transition Commission	53	53	26	<p><u>Mandate</u> The Bangsamoro Transition Commission, created by Executive Order 120, is a body authorized to draft the Bangsamoro Basic Law (BBL) for the new Bangsamoro political entity. The members of the Commission shall draft the Bangsamoro Basic Law in conformity with the peace agreements between the Government of the Republic of the Philippines (GPH) and the Moro Islamic Liberation Front (MILF). In relation to its task to draft the BBL, the BTC is also mandated to recommend to Congress or the people amendments to the 1987 Philippine Constitution, if it deems such necessary.</p>	<p>1. Transition from the ARMM to the Bangsamoro Transition Authority 2. There is an urgent need to review and re-assess the current organization structure of the ARMM and propose a new one, in the light of the future Parliamentary Government in the Bangsamoro. 3. Simultaneous implementation of the Bangsamoro Development Plan.</p>	N/A	Chevening Scholarships	<p>To tackle the issues, the Team will be composed of representatives from the government of the Philippines and the Moro Islamic Liberation Front, also with the participation of the Bangsamoro Transition Commission. There will be timeline setting and target-setting. As for Ideal Human Resource, the Bangsamoro intends to develop a professional, capable, competent workforce with integrity and excellence in public service. Technical competence and skills are needed to address the priority goals.</p>
2	Autonomous Region in Muslim Mindanao (ARMM)	1000+	200+	N/A	<p>-Enhance easy access of the region's constituents to basic services; -Guide investment interest to ensure proper and effective use of the region's physical resources; -Establish an effective and rational population distribution pattern, both in the mainland and island provinces; -Promote and enhance protection and conservation of the environmental patrimony of the region; generate natural resources and achieve ecological balances; and development policies and strategies; -Encourage and assist the people to substantially participate in all facets of development; -Promote people encouragement by motivating people to involve them in all government development decision-making; -Improve the equality of life and well-being of the ARMM's constituents by providing a set of regulatory policies on the utilization of the region's patrimony; forest, water, and marine resources; -Enhance capability building among skilled and unskilled working forces and to maximize the technical know-how of the region's human resources; and -To optimize investment opportunities through designing an integrated marketing policy.</p>	N/A	N/A	N/A	<p>-Disseminated the JDS information widely in ARMM (Directly to HQ and to each attached agency). Activation of HR at the ARMM Headquarter is critical to secure the information dissemination widely to its affiliated agencies under ARMM. -No internal scholarship committee as of today and do initial screening for applicants in Manila office. -Have never sent the employees for the long-term scholarship program for 2 years before, but have no special concern on the length of study. -Some Muslim employees may avoid applying for a Christian university, while others, especially young employees, may be open-minded and not care about the name and foundation of the university. -Concerned on the possible dismissal of ARMM in 2016, in an place of a new autonomous political entity, upon the conclusion of the Mindanao Peace Process based on the Comprehensive Framework Agreement. Staffs might be hesitant to apply for the JDS considering their position after their return.</p>
3	Bangsamoro Development Agency	N/A	N/A	N/A	<p><u>Mandate</u> To determine, lead and manage relief, rehabilitation and development projects in conflict-affected areas in Mindanao though To help bring about a favorable atmosphere and a healthy environment wherein the peace process can smoothly proceed. To systematize and institutionalize an approach to the delivery of relief, rehabilitation and development objectives. To develop a critical mass of trained, enabled and productive stewards that shall effectively keep the Bangsamoro communities moving forward.</p>	<p>Mindanao trust fund Reconstruction and development Program(MTF-RDP) Community Development in Conflict Affected Areas in Mindanao(CD-CAA) Program for Local Economic development though Enlightened Governance and Grassroots Empowered (PLEDGE) Tahderyyah curriculum Program(TCP) and the Bangsamoro Development Plan(BDP) Formulation Project</p>	N/A	AusAid Koica Chevening Scholarships	<p>BDA is development agency established in accordance with the Jumanitarian, Rehabilitation development Aspects of GRP-MILF Tripoli Agreement of June 22, 2001. BDA has partnership with OPAAP, JICA, Japan Embassy, UNICEF, TESDA-ARMM and other organizations.</p>
4	Moro woman Development and Cultural center	N/A	N/A	N/A	<p><u>Mandate</u> To provide cultural and technical education for Women To conduct researches on women issues and concerns To facilitate the provision of livelihood opportunities To respond and intervene to the psychosocial need of the people To conduct educational activities in line with cultural development and preservations. To establish linkage with local, national and international organizations. To engage in human rights trainings, advocacy and documentation To empower women through exposures and engagements in social-economic and cultural development</p>	<p>1. Capacity Enhancement -Provides trainings and other educational endeavors to empower women and equip them with knowledge, skills and values that will capacitate them to become self-reliant 2. Research and Documentation -focuses on conducting studies and data gathering to provide the organization and other stakeholders with information pertinent to women's development 3. Livelihood Programs - facilitates the provisions of livelihood programs that will help the beneficiaries earn an extra income to help them cope with economic difficulties</p>	N/A	N/A	N/A

## Summary of the Result of Supplementary Survey of Target Organizations (Sub-Program 2)

NO	Organization	# of employees	permanent	below 40 yrs old	Role/ Mandate of the Organization	The Prioritized development issues and the internal policies/ strategies to tackle those issues	Attached Agencies	Other Overseas Scholarship Opportunities	Comments/ Requests
5	United Youth For Peace and Development	N/A	N/A	N/A	<p><u>Mandate</u>            To capacitate youth to become productive, effective and efficient leaders and managers and expert in peace building, which includes conflict resolution and transformation, and development work            To render post-conflict services on social, economic and cultural aspect in the conflict-affected areas and other depressed communities;            To raise awareness in preserving and protecting environment and natural resources.            To initiate and facilitate relief, rehabilitation and development activities in disaster prone areas            To encourage women's participation in nation-building and promote gender consciousness            To promote human rights as foundation for building a peaceful society            To promote cultural sensitivity and spiritual consciousness between and among members of the organization and communities            To establish data base on socio-economic, political and cultural profiles of the communities</p>	1.Education 2. Research and Information 3. Lobbying and Advocacy 4. Health and Disaster Management	N/A	N/A	UNYPAD was born to help alleviate the plight of its people in Mindanao and other places especially those marginalized sector of society.
6	Bangsamoro Leadership and Management Institute	N/A	N/A	N/A	<p>The BLMI, which is a product of the GPH-MILF peace negotiation, is designed to train and capacitate future leaders of the Bangsamoro people, in preparation for the establishment of the new political entity in place of the Autonomous Region in Muslim Mindanao (ARMM).The Objective is to develop ideologically oriented and spiritually accountable Bangsamoro leaders and managers who will utilize political and socio-economic knowledge and skills to improve the situation in the Bangsamoro homeland.</p>	Human Resource Mapping	N/A	N/A	BLMI is supported by international donor agencies such as The Asia Foundation and the Japan International Cooperation Agency
7	Mindanao Development Authority (MinDA)	100	76	N/A	<p><u>Mandate</u>            to appoints, supports, and evaluates the President to assures that the Institute has an effective system of governance to provide the necessary technical and support services to the President to enable him to perform his functions effectively and efficiently.</p>	N/A	N/A	N/A	<p>-New organization which was just approved by the Congress in February 2010. They hold around 100 positions in the central office, and do not have any regional offices.            -In 2012, MinDA was approved by DBM to hold 100 permanent positions, yet only 76 positions are filled with permanent staff.            -Concerned on age requirement as only half of the employees should be qualified as being below 39 due to influence of rationalization plan.            -Preferable short-term training courses allowing senior officers to participate in, especially in the field of regional development in Mindanao.            -Active in sending employees to short-term training courses and long-term scholarship program. However, they should limit the number of nominees for JDS as it is for 2 year course, as the organization is still undermanned.</p>
8	Department of Interior and Local Government (DILG)	5,152	5,092	3,088	<p><u>Mission:</u>            Promote peace and order, ensure public safety, strengthen capability of local government units through active people participation and a professionalized corps of civil servants.</p> <p><u>Vision:</u>            Primary catalyst for excellence in local governance that nurtures self-reliant, progressive, orderly, safe and globally competitive communities sustained by God centered and empowered citizenry.</p> <p><u>Objectives:</u>            reduce crime incidents and improve crime solution efficiency            Improve jail management and penology services            Improve fire protection services            Continue professionalization of PNP, BFP and BJMP personnel and services            Enhance LGU capacities to improve their performance and enable them to effectively and efficiently deliver services to their constituents</p>	<p>-Disaster management development for LGUs and uniformed to enhance skills and capabilities in rendering service to the public.            -Human resource development focused on personnel administration by using advance technology in information, communication and management.            -Prioritizing local economic development to reduce poverty focusing on 1) supporting improvement in the national enabling environment for LGU and LED; 2) Providing support at the local level to LGUs in developing and implementing their LED approaches.            -Promoting accountability, transparency, participation and high level of performance in the barangays (smallest political unit in the Philippines comparable to Japans son or mura) to spur community growth, development and transformation and people empowerment.</p>	Local Government Academy Local Government Bureaus Bureau of Fire Protection Bureau of Jail Mgmt and Penology Philippine National Police(PNP)	N/A	<p>-Target priority areas/ development issues: Disaster management development for LGUs, Human resource development focused on personnel administration, Local economic development, Promoting accountability, transparency, participation and high level of performance in the barangays.            -Approximately 30% of the employees should meet the age requirement below 39. They have been freezing the recruitment of new employees under the rationalization plan.</p>

**Selection and Recruitment of the First Batch of Candidates  
of the New System Second Phase Coming to Japan in FY 2015  
(Republic of the Philippines)**

The first batch of candidates for study in Japan from the Philippines under the new system (2<sup>nd</sup> Phase) were recruited and selected as follows:

**1. Recruitment of Applicants (October 6 to December 5, 2014)**

According to the applicant qualifications, application guidelines, application form, and selection schedule that have been approved at the 1st Operating Committee meeting on September 30, 2014, the following activities for recruitment was conducted with the goal of recruiting at least 80 people, four times the intake slots of 20.

**(1) Preparation of the Application Guidelines, Application Form, and Promotion Tools**

The following were prepared as the set of documents necessary for application and tools to encourage recruitment:

- Application guidelines:<sup>1</sup> 1,300 copies
- Application forms 1,300 copies
- Posters (A2 size) 1,200 copies
- Three folded flyers 1,500 copies
- Flyers 900 copies each for 5 Components
- JDS Website<sup>2</sup>
- Advertisement on Mindanao Cross (Three times in total)
- Radio Advertisement by Bangsamoro Development Agency (from October 14 to 24, 2014)

**(2) Encouragement of Applications**

[Cooperation with concerned offices]

During the recruitment period, information about JDS was provided with all Target Organizations, and posters were distributed to them and ask them to conspicuously put them up in their notice boards. In addition, application guidelines and posters were sent to the regional offices in coordination with the central government offices.

Distribution of the application tools to different parts of the country was carried out also through

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<sup>1</sup> There was an effort to use lots of photos and charts to increase the design elements and to reduce the number of pages to make it easier to see.

<sup>2</sup> Photos and experiences of former students were featured, and the design was changed to give a better idea of what it would be like to study overseas. Links to the various Accepting Universities were included as an attempt to provide more detailed information on the universities.

other channels; JDS returned participants working in various government organizations were requested not only to help distribute the materials to HR personnel who participated in promotion seminar in provinces but also to encourage applications in their own organizations.

At the same time, JDS returned participants were also taken advantage of their networks to seek wider cooperation in encouragement of applications and requested them to provide support for their colleagues interested in applying for the JDS. Two JDS returned participants were invited to each of the promotion seminars held in four cities to share what they had studied in Japan and how they had been putting their acquired knowledge into practice after returning to the Philippines, as well as their experiences in Japan and so on.

As for the non-governmental organizations (NGOs) set as Target Organizations for prioritize slot for Bangsamoro, Bangsamoro Transition Commission (BTC) was solicited the cooperation to encourage applications from them. A courtesy visit to BTC was made prior to the promotion seminar in Cotabato City, Chairman Mohagher Iqbal and top officials of BTC were explained about the JDS and requested to communicate the information to counterparts and their partner NGOs. In response to this, official letters were released in the name of Chairman Iqbal to encourage applications. In addition, the information was spread to counterparts through the JICA Cotabato Project Office in cooperation with the office.

[Use of Various Media]

JDS Operating Committee member organizations also published information for JDS applicants on their websites, not only on the website of the National Economic and Development Authority (NEDA), the executing agency of JDS, but also on those of Civil Service Commission (CSC), Embassy of Japan in the Philippines, and JICA Philippines Office. Besides them, the newspaper for internal circulation within NEDA also carried the information for application.

Social media were also made use with the aim of reaching to potential candidates through the networks of JDS returned participants; necessary arrangements were done so that returned participants could post recruitment articles on their SNS accounts, resulting in the information becoming fed into SNS several times during the recruitment period.

The social network run by the Autonomous Region in Muslim Mindanao (ARMM) also carried an article about a visit to the Manila Office of ARMM, which was made as part of our application encouragement activities, and JDS recruitment information.

As potential candidates in Mindanao, JDS's major focus area, were likely to be engaged in fieldwork, radio and newspaper advertising was used to more widely spread the information; Advertisements on the radio was aired to talk about the JDS recruitment inside the Bangsamoro Development Agency (BDA), a Target Organization, with the cooperation of JDS participants from BDA, while running recruitment advertising in the local newspaper "Mindanao Cross" three

times in total. In fact, asked participants of the tutorial seminar held in Cotabato City how they had got to know about the JDS, three of them responded that they had come across it on the radio or in the newspaper.

A total of four promotion seminars were held in the following places to provide information to HR personnel from Target Organizations and potential candidates interested in applying for JDS.

Place	Date	No. of Participants
San Fernando City (Pampanga Province)	October 10, 2014	42
Quezon City (Metro Manila)	October 13, 2014	47
Cotabato City (Mindanao)	October 21, 2014	83
Davao City (Mindanao)	October 24, 2014	71

Prior to each of the provincial promotion seminars, the consultant visited the regional offices of the government organizations set as Target Organizations to talk to people in individual offices separately about JDS and request them to take part in the promotion seminars and proactively get candidates from their organizations to participate in them. The reason for that visits to respective regional offices to ensure the communication of information to them and solicit their cooperation in encouraging applications from provinces is that communication from central to regional government offices often gets delayed.

Besides these promotion seminars, three tutorial seminars, in which JDS returned participants acted as instructors and gave potential applicants advice, mostly around writing research plans, were organized during the recruitment period. The seminar in Cotabato City had 15 participants, and the two seminars in Metro Manila had a total of 85 participants. The returned participants not only gave detailed instructions on how to prepare application documents but also talked about what was important about and what to remember when creating research plans. Actually, these seminars were received very favorably by participants.

### (3) Collection of Application Documents and Application Status

As received 30 applications for 20 slots by the original deadline, November 14, the recruitment schedule was revised and extended until December 5, so that more application documents could be submitted, actually resulting in the number of applicants increasing to 70. Sub-Program 2 “Regional Development Administration in Mindanao/ Support for Establishment of Bangsamoro Autonomous Government” attracted a total of 18 applicants, including those for prioritized slots for Bangsamoro and slots for others. Of the 18 applicants, 8 were NGO staff endorsed by BTC.

The number of applicants and competition ratio for each graduate school indicate that all Components in the five Components except for Component 2-2 (Infrastructure Development/ Industrial Development) had a competition ratio of over three applicants despite the short

recruitment period. Factors contributing to this include that new government organizations and NGOs were added as Target Organizations from this year, resulting in new potential applicants, and that the proactive communication of information and promotional activities, such as the tutorial seminars, proved effective.

Table 1 shows the number of applicants for each Component (as of the deadline December 5, 2014).

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

Out of the submitted application documents, 67 that met the qualification conditions were sent to the each Accepting University, where document screening was carried out from January 7 to January 30, 2015. Ahead of this screening, English and mathematics examinations were held in Metro Manila. All graduate schools submitted the results of the document screening by January 30, and the results were announced on February 3. The details of the exams and selections are shown below.

### **(1) Basic Check**

During the period between November 14 and January 5, as a prior step to the document screening, the following items were verified: The satisfaction of the qualifications established at the time of the application, the submission of all the necessary documents, and the entered contents of the application documents. Any unclear points were clarified with the applicants themselves. As a result of this process, 67 out of 70 application documents cleared the Basic Check.

### **(2) English and Mathematics Examinations**

Those candidates who passed the Basic Check were given English and mathematics examinations to check their basic academic skills. The exams were held on December 12. The TOEFL test (ITP) was used to verify basic competency in English, and mathematics exams prepared by the university that had previously accepted JDS participants in the economics field were used to validate necessary skills in mathematics at a master's level.

With respect to both examinations, no minimum threshold was set for selecting JDS participants, and the test results of all the applicants were submitted to the Accepting Universities as reference materials for the screening and technical interviews.<sup>3</sup>

### **(3) Document Screening**

The following five items were considered in the screening: The academic record (25 points), the possibility of future contribution with learned knowledge (20 points), the research plan (30 points),

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<sup>3</sup> The handling of the exam results was left up to the universities, as each university differed in the importance of English and mathematics and the basic academic abilities, etc. that it required following admission. The answer papers for the mathematics exam, with the answer processes included, were provided to the Accepting Universities in addition to the scoring results.

the reference letters (5 points), and the relevance of research plan and the concerned development issues (20 points), which made the total of 100 points. As for the acceptance decision, the passing score was not set. Instead, the applicants were rank-ordered based on the scores by Accepting Universities. At a maximum as many applicants as the number that was three times the number of participants to be accepted by a given university, were allowed to pass the document screening.

As a result of this process, 47 candidates passed the document screening.

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

Technical interviews by the faculty members of the Accepting Universities, and Consultation Meetings between the persons concerned in the Target Organizations and the faculty members were held between February 23 and 26, 2015, according to the following schedule.

Date		Schedule
Feb. 23	Mon.	Departure from Japan and Arrival in the Philippines, Briefing
Feb. 24	Tue.	Consultation Meeting with the Target Organizations (by Component)
Feb. 25	Wed.	Technical Interviews (Total of 7 Universities, 7 Graduate Schools)
Feb. 26	Thu.	Feedback Session to the Operating Committee (Results Reported), Departure from the Philippines and Arrival in Japan

The following three items were considered in the screening: The academic background and the learning ability (50 points), the capacity for completing the study in Japan (25 points), and the potential for making contributions to the development of the Philippines (25 points), which made the total of 100 points. In addition, the acceptance decision was made with two options (“○” for acceptable and “×” for unacceptable). The passing score was not set. Instead, the applicants were rank-ordered based on the scores by Accepting Universities. Of the candidates who were given “○,” at a maximum as many applicants as the number that was twice the number of the participants to be accepted by a given university, were allowed to pass the technical interviews. As a result of this process, 32 out of 46 interviewees passed the technical interviews.

Prior to the Technical Interview, medical check-up were conducted for candidates in Metro Manila in mid-February and for those from provinces on the Technical Interview day. Consequently, 8 applicants needed to be re-examined, and 3 out of the 8 were diagnosed with pulmonary tuberculosis and became disqualified, unable to gain their doctor’s permission to study in Japan.

### **4. Comprehensive Interviews by the Operating Committee (3rd Screening) and their Results**

The 29 candidates (except 3 disqualified candidates by then) who passed the technical interviews by the faculty members were interviewed next by the Operating Committee during the period between

March 11 and 12. The following three items were considered in the screening: The potential for making contributions to the development of the Philippines (40 points), the capacity to utilize outcomes of the study over the long term (30 points), and the capacity for completing the study in Japan (30 points), which made the total of 100 points. As for the acceptance decision, the applicants were rank-ordered based on the score in the respective universities, and 20 final successful candidates were selected. (Table 1)

The number of applicants and successful candidates by each Target Organization is shown in Table 2. On Sub-Program2 “Regional Development Administration in Mindanao / Support for Establishment of Bangsamoro Autonomous Government,” which was newly set as a Priority Area from the second phase, two accepting universities respectively received the allocated number of final successful candidates with support of concerned organizations.

On Component 2-2 “Infrastructure Development / Industry Development” (Graduate School for International Development and Cooperation, Hiroshima University, Total Slot: 3), three final successful candidates for this component were selected from “Prioritized Slot for Bangsamoro (Slot: 2),” as two candidates<sup>4</sup> of “Slot for Others (Slot: 1)” were disqualified before final selection and no candidate of the said slot was able to proceed to final selection.

Under the said Sub-Program, all the successful candidates are highly expected to play key roles in new Bangsamoro Government after their return to the Philippines. This shows the selection was conducted in accordance with JDS priority area of the second phase.

Recruitment period was shorter than previous years due to the survey schedule. Furthermore, the number of Target Organizations was largely reduced by the principle of “Selection and Concentration” upon establishing the framework of second phase.

During the general application period, the number of the applications was not enough to ensure the quality of the selection. However, by extending the application period, almost same number of applications as last year was submitted.

Recruiting candidates with high potential is one of the challenges on JDS Project. In order to address this issue, it is important to strengthen publicity activities as well as to receive understanding and cooperation of Target Organizations.

## **5. Issues and Recommendations on Obtaining Applicants**

(1) Issues around the Sub-Program “Regional Development Administration in Mindanao/ Support for Establishment of Bangsamoro Autonomous Government”

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<sup>4</sup> Two candidates were disqualified because the one couldn't receive the final endorsement from her belonging organization, and the other one didn't come to the final selection in Manila due to attending long term training in Australia.



The total number of applicants for the two universities offering this Sub-Program was 18, and the ratio of applicants to slots was three times. Particularly, applicants for Component 2-2 “Infrastructure Development/ Industrial Development” remained at eight, affected by recent state of affairs in Mindanao and lack of human resources in the field, and obtaining applicants will be an issue in the next year and beyond.

For recruitment next year and beyond, emphasis needs to be placed on obtaining applicants from Mindanao, by continuing cooperation from JICA Philippines Office, returned participants, and relevant local organizations such as BTC.

## (2) Promotion Seminars in Provinces

Having carried out the project for more than 10 years, JDS project is very well recognized among HR/scholarship departments in the central government offices. On the other hand, JDS project is not yet well-known in regional offices, and the transfer of information from the central offices to region is very slow.

Promotion Seminars in provinces have been held since previous years, and Promotion Seminars including in Mindanao, are valuable opportunities to promote JDS project to regional office staff. When conducting the seminars in provinces, in addition to explanation for HR personnel, visit to Target Organizations was conducted separately around the time of the promotion seminar to explain about the project.

Next year and beyond, close consultation and cooperation with Operating Committees such as NEDA and CSC are needed to keep conducting Promotion Seminars in provinces to obtain exceptional applicant from regional areas.

Additionally, as a new effort this year, three “Tutorial Seminars” on how to create research plans were held (twice in Metro Manila and once in Cotabato City) in 2014. In this seminar, returned participants were invited as lecturers to provide guidance, mostly around writing research plans, to potential applicants. Having had requests each year from applicants as well as Operating Committees to improve research plan writing, this was a major success. Continued cooperation from returned participants is necessary to be able to offer this at provinces Promotion Seminars as well.

On the other hand, Promotion Seminars in Mindanao conflict affected area depend heavily on local security situation. When it is determined that it cannot be held by JICA or an agent at the site, one option would be to have relevant organizations and local returned participants conduct the Promotion Seminar.

### (3) Commitment of the accepting universities

It is also a good idea to collaborate with the accepting universities' own activities. For example, the universities can hold promotion seminars at each Target Organization in the Philippines when JDS project provides preliminary training to JDS participants and follow-up support for JDS returned participants. The explanatory meetings can be arranged at each target organization through the cooperation of JDS returned participants who have studied in each university. Furthermore, by using the established connection with Target Organizations, each university can provide candidates with more specific information, including research details and characteristics, and find matching between the accepting universities' resources and the candidates' research needs. The matching is important to enhancing the outcome of JDS project because it directly relates to the contribution to be made by JDS returned participants. It is also necessary for JICA Philippines Office and an agent to demonstrate proactive commitment to the needs of the accepting universities.

### (4) Mismatch between the Target Organization's Mandates and Components

Several governmental organizations requested that they be set as the Target Organization for other Components, since the Components they are set up with as Target Organization do not match with their mandates. As one example, among this year's applicants, a candidate was rejected due to the research plan not matching the Component nor the university curriculum, despite it matched with the Target Organization's mandate. For Target Organizations suspected of mismatch such as above, considerations must be made to send exceptional candidates who match the development issue better, such as continuing with the hearing study and transferring to other Components.

### (5) Component names

Comments were made by applicants, Target Organizations and relevant organizations regarding the names of Component 1-2 "Capacity Development of Government Officials, in Relation with the Focus Activities Conducted to Achieve Sub-program 1" and Component 1-3 "Enhancement of Expertise of Government Officials in the Area of Transportation Infrastructure" being long and confusing. Component names must be easy to understand, particularly when explaining to potential candidates and Target Organizations during recruitment activities. Therefore, changes need to be considered similar to (4) above. Easy to understand and specific development issues should be specified, such as "Improving Good Governance Skills and Abilities" for Component 1-2 and "Traffic/ Transportation/ Electric Power Infrastructure Development" for Component 1-3.

**Table 1 Selection Results for the First Batch of Candidates (By Graduates School)**

Sub-Program	Component	Accepting University	Graduate School	Application	Valid Application	After First Selection *1	After Second Selection *2	After Final Selection	Slot
1. Sustainable Economic Growth Aimed at Creating Employment Opportunities	1-1. Support for Financial Reform, Investment and SME Promotion Policy	International University of Japan	Graduate School of International Relations	9	9	9	6	3	3
		Kobe University	Graduate School of International Cooperation Studies	12	12	6	4	2	2
	1-2. Capacity Development of Government Officials, in Relation with the Focus Activities Conducted to Achieve Sub Program 1	Meiji University	Graduate School of Governance Studies	13	13	9	6	3	3
		International Christian University	Graduate School of Arts and Sciences	9	8	8	5	3	3
	1-3. Enhancement of Expertise of Government Officials in the Areas of Transportation Infrastructure	Nagoya University	Graduate School of Environmental Studies	9	8	4	4	3	3
2. Regional Development Administration in Mindanao / Support for Establishment of Bangsamoro Autonomous Government	2-1. Public Policy	National Graduate Institute for Policy Studies	Graduate School of Policy Studies	7	6	4	2	2	2
				3	3	1	1	1	1
	2-2. Infrastructure Development / Industrial Development	Hiroshima University	Graduate School for International Development and Cooperation	4	4	3	3	3	2
				4	4	3	2	0	1
Total				70	67	47	33	20	20

(\*1) Maximum is 3 times of the allocated slots (\*2) Maximum is 2 times of the allocated slots

**Table 2 Number of Applicants in each Target Organization for the First Batch  
of the Second Phase of the JDS New System (by Component)**

**CP1-1 : Support for Financial Reform, Investment and SME Promotion Policy**

	Target Organization	JDS2015-2016 (13th Batch)			
		Valid Applicants	After 1st Selection	After 2nd Selection	After Final Selection
1	National Economic and Development Authority	14	11	8	5
2	Department of Finance	1	1		
3	Bangko Sentral ng Pilipinas				
4	Department of Trade and Industry				
5	Board of Investments				
6	Department of Foreign Affairs				
7	Office of the President	2	1	1	
8	Land Bank of the Philippines				
9	Development Bank of the Philippines				
10	Philippine Economic Zone Authority				
11	Department of Labor and Employment	2	1	1	
12	Department of Tourism				
13	People's Credit and Finance Corporation				
14	Technical Education and Skills Development Authority	2	1		
	<b>Total</b>	<b>21</b>	<b>15</b>	<b>10</b>	<b>5</b>

**CP1-2 : Capacity Development of Government Officials, in relation with the Focus Activities conducted to achieve Sub-Program 1**

	Target Organization	JDS2015-2016 (13th Batch)			
		Valid Applicants	After 1st Selection	After 2nd Selection	After Final Selection
1	Department of Agriculture	5	4	2	2
2	Department of Agrarian Reform				
3	National Irrigation Administration				
4	National Water Resources Board				
5	Local Water Utilities Administration				
6	Department of the Interior and Local Government (inc.LGUs)	3	2	2	1
7	Department of Health	1	1		
8	Department of Social Welfare and Development	2	2		
9	Commission on Higher Education				
10	Civil Service Commission	5	4	3	2
11	Commission on Audit	3	3	2	
12	Office of the Ombudsman	2	1	1	1
	<b>Total</b>	<b>21</b>	<b>17</b>	<b>10</b>	<b>6</b>

**CP1-3 : Enhancement of expertise of government officials in the areas of transportation infrastructure**

	Target Organization	JDS2015-2016 (13th Batch)			
		Valid Applicants	After 1st Selection	After 2nd Selection	After Final Selection
1	Department of Public Works and Highways	4	3	3	3
2	Department of Transportation and Communications				
3	Department of Environment and Natural Resources				
4	Department of Energy				
5	Philippine Economic Zone Authority				
6	Civil Aviation Authority of the Philippines				
7	Bases Conversion Development Authority	1			
8	Metropolitan Manila Development Authority	1			
9	Commission on Information and Communications Technology				
10	Land Transportation Office				
11	Subic Bay Metropolitan Authority				
12	Light Rail Transit Authority				
13	Department of Science and Technology	2	1	1	
	Total	8	4	4	3

**SP 2 : Regional Development Administration in Mindanao / Support for Establishment of Bangsamoro Autonomous Government**
**CP2-1 : Public Policy**

	Target Organization	JDS2015-2016 (13th Batch)			
		Valid Applicants	After 1st Selection	After 2nd Selection	After Final Selection
1	Bangsamoro Transitional Commission	1	1		
2	Bangsamoro Transition Authority				
3	Bangsamoro Government				
4	Autonomous Region in Muslim Mindanao				
5	LGUs in Bangsamoro areas				
6	Target non-government organizations in conflict-affected areas in Mindanao but subject to endorsement by BTC	5	3	2	2
7	Mindanao Development Authority				
8	Department of the Interior and Local Government (inc.LGUs exclusively located in Mindanao (Region IX-XIII))				
9	Other Regional Offices of National Government located in Mindanao	3	1	1	1
	Total	9	5	3	3

**CP2-2 : Infrastructure Development/ Industrial Development**

	Target Organization	JDS2015-2016 (13th Batch)			
		Valid Applicants	After 1st Selection	After 2nd Selection	After Final Selection
1	Bangsamoro Transitional Commission				
2	Bangsamoro Transition Authority				
3	Bangsamoro Government				
4	Autonomous Region in Muslim Mindanao	2	2	2	2
5	LGUs in Bangsamoro areas				
6	Target non-government organizations in conflict-affected areas in Mindanao but subject to endorsement by BTC	2	1	1	1
7	Mindanao Development Authority				
8	Department of the Interior and Local Government (inc.LGUs exclusively located in Mindanao (Region IX-XIII))	2	1	1	
9	Other Regional Offices of National Government located in Mindanao	2	2	1	
	Total	8	6	5	3

## Result of the Survey for JDS Returned Participants

In order to collect positive examples of the contribution of JDS returned participants in policy development and cooperation between the two countries, as well as to assess the impact of their study in Japan, questionnaire and interview survey was conducted to the JDS returned participants (studied in Japan, both before and after the introduction of the new system). Out of 219 Philippine JDS returned participants, 54 participants responded to the questionnaire survey. Also, interview survey was also conducted to six returned participants who are in division chief level or higher in the government.

Following are the results of questionnaires and interviews.

1. List of returned participants of the JDS project, who have been promoted and actively doing their job after studying in Japan

Batch (year of dispatch)	Upon application to JDS		Present (as of Jan. 2015)	
	Original organization	Original position	Present organization	Present position
Batch 1 (2003)	Philippine Institute for Development Studies	Division Chief	Philippine Institute for Development Studies	Department Manager
Batch 2 (2004)	National Statistical Coordination Board	Statistical Coordination Officer III	Philippine Statistics Authority	Director III
Batch 2 (2004)	Philippine Senate	Information Officer	Philippine Senate	Committee Secretary
Batch 3 (2005)	Bureau of Internal Revenue	Training Specialist	Bureau of Internal Revenue	HRMO/Chief, Regular Training Materials Development Section
Batch 4 (2006)	Civil Service Commission	Chief Personnel Specialist	Civil Service Commission -Region 8	Director II
Batch 4 (2006)	Development Bank of the Philippines	Bank Executive Officer I	Development Bank of the Philippines	Bank Executive Officer I / Manager
Batch 5 (2007)	Polytechnic University of the Philippines	Chief-Laboratory Operations Officer	Polytechnic University of the Philippines	Faculty Member/ Department Chairperson - Computer Science
Batch 5 (2007)	National Computer Center	Group Head Visayas Office	Information and Communications Technology Office- National Computer Center	Director of Visayas Office
Batch 5 (2007)	Department of Interior and Local Government	Information Officer III	Department of Interior and Local Government	Director IV
Batch 5 (2007)	Presidential Management Staff	Presidential Staff Officer II	Presidential Management Staff	Presidential Staff Officer VI/ Chief
Batch 5 (2007)	Bangko Sentral ng Pilipinas	Bank Officer IV/ Manager	Bangko Sentral ng Pilipinas	Deputy Director

Batch (year of dispatch)	Upon application to JDS		Present (as of Jan. 2015)	
	Original organization	Original position	Present organization	Present position
Batch 5 (2007)	Bangko Sentral ng Pilipinas	Bank Officer III & Head of Financial Services Section	Bangko Sentral ng Pilipinas, Cebu Regional Office	Assistant Manager
Batch 6 (2008)	Philippine National Police	Senior Inspector	Philippine National Police	Division Chief
Batch 6 (2008)	National Economic and Development Authority	Senior Economic Development Specialist	National Economic and Development Authority	OIC-Division Chief/ Supervising Economic Development Specialist
Batch 7 (2009)	Department of Agrarian Reform	Trial Attorney V	Department of Agrarian Reform	Regional Director for Region 7
Batch 7 (2009)	Department of Interior and Local Government	Administrative Officer II	Department of Interior and Local Government	OIC-Division Chief
Batch 8 (2010)	Department of Foreign Affairs	Staff Assistant	Department of Foreign Affairs, Philippine Embassy in Tokyo	Third Secretary and Vice Consul
Batch 9 (2011)	National Statistical Coordination Board	Statistical Coordination Officer (SCO) III	Philippine Statistics Authority	OIC Chief of Division
Batch 9 (2011)	Development Bank of the Philippines	OIC - Treasury Marketing , Senior Manager	Development Bank of the Philippines	Sr. Asst. Vice President/ Head, Local Bond Trading

2. Positive examples of graduates of the project, contributing to the development and implementation of programs and political cooperation between the two countries

**【Use of research outcome after returning to original workplace】**

Batch (year of arrival)	Graduate school, accepting university	Current workplace	Comments
Batch 3 (2005)	GS of International Cooperation Studies, Kobe University	Administrative Officer V, Bureau of Internal Revenue - National Office	I was the Secretariat for the BIR-JICA Technical Cooperation Project on Developing Human Resources in the BIR (June 2008 to March 2011). As a secretariat, I coordinated the development of training programs for revenue officers at the Large Taxpayers Service (responsible for 60% of the bureau's revenue collection) and Taxpayers Assistance Service (responsible for information and education of taxpayers). After the project, I was also part of the team that developed a proposal for the ADB Technical Assistance Project on Capacity Development.
Batch 4 (2006)	GS of Global Information and Telecommunication Studies, Waseda University	Faculty and Chairperson, Dept. of Computer Science, Polytechnic University of the Philippines	The knowledge gained in JDS I applied in my instruction as well as setting direction for the college to pursue more research activities and heightened interest in the production and publication of research. Since 2012, we have been sending more students to present and publish their research in international conferences and publications.
Batch 5 (2007)	GS of Global Information and Telecommunication Studies, Waseda University	Information Systems Analyst II, PMED, DA RFO7	Having been assigned at the ICT Unit, Planning Division, we were able to implement several innovations in the workplace utilizing the knowledge/skills acquired while studying in Japan. We had improve our network infrastructure since we are now using fiber optics for our backbone network. We are also maintaining livestock animal health information systems for monitoring diseases and vaccination activities in the 4 provinces of Region7. We are in the process of finalizing the output of the high resolution images for the land use mapping project under the Unified and Enterprise Geospatial Information Systems (UEGIS).
Batch 8 (2010)	GS of International Management, International University of Japan	Chief Science Research Specialist, DOST-ASTI	I'm heading the Technology Licensing Office (TLO) and this was a direct product of my research work under the jds program. This includes making policies, guidelines, and procedures relevant to technology transfer.
Batch 8 (2010)	GS of Arts and Sciences, International Christian University	Administrative Officer V/ Local Economic and Investment Promotions Officer-Designate, LGU-Koronadal City	There have been remarkable dialogues and policy-making activities in which I have been invited to be part of. There have been times that I am taking the initiatives I facilitating the formulation of some policies. Modesty aside, I took the lead in the formulation of now an approved ordinance for the implementation and operation of the night market in City of Koronadal.
Batch 8 (2010)	GS for International Development and Cooperation, Hiroshima University	NEDA 13, Sr. Economic Development Specialist	Currently we are preparing to update the 30 year regional physical framework plan. I am utilizing my knowledge on Geographic Information System (GIS) to map out the isohyetal map, Land Cover and Digital Elevation Model for the Region 13. I also utilized my knowledge on generating flood hazard assessment after tropical depressions and storms.
Batch 9 (2011)	GS of Environmental Studies, Nagoya University	Engineer III (Chief, Bridges and other Public Works Design Section), Department of Public Works and Highways - Cordillera Administrative Region	I have engaged myself in conducting trainings and seminars to fellow engineers in the district offices with respect to proper design process incorporating therein the technologies learned from Japan in coming up with the project at the right cost with the right quality and with the right persons undertaking design of infrastructures in the Cordillera Region.
Batch 9 (2011)	GS of Environmental Studies, Nagoya University	1. Terminal Operations Division, Seaport Department/ OIC 2. Office of the Chairman & Administrator / Port-Liaison-Officer Subic Bay Metropolitan Authority	Now I am involved in the Port and in the crafting of the Port expansion which is now very vital in the agency where I am coordinating with NEDA, PPA and other agency in which port operations have concern.
Batch 9 (2011)	GS of International Development, Nagoya University	Senior Economic Development Specialist, National Economic and Development Authority	I have utilized my knowledge gained from JDS in preparing position papers, comments and recommendations on current government policy on rice, food security and rural development and reviewing draft Congressional Bills for comments and recommendations, among others. I was also involved in special projects funded by the Food and Agriculture Organization (FAO) on the use of econometric modeling to study the impact of climate change and government policy on rice production and prices in the next 20 years.
Batch 10 (2012)	GS of International Management, International University of Japan	Information Officer II, Philippine Statistics Authority	I have particularly used knowledge and skills earned through the JDS program in the following tasks: 1. Evaluation of programs/projects based on the project cycle management and JICA ODA framework 2. Preparation of the work program for the Statistical Programs and Policies Division of the Standards Services 3. Coordination of statistical advocacy activities and preparation of advocacy materials 4. Coordination with international donor organizations such as the World Bank and the Partnership in Statistics for Development in the 21st Century (PARIS21) on projects aiming to encourage investments and harmonized ODA for national statistical development as well as to improve the relevance, accessibility and quality of statistical information 5. Review and evaluation of statistical surveys/censuses 6. Assistance to the formulation of statistical policies



### 【Cooperation / connection to Japan after returning to the Philippines】

Batch (year of arrival)	Graduate school, accepting university	Current workplace	Comments
Batch 3 (2005)	GS of International Cooperation Studies, Kobe University	Administrative Officer V, Bureau of Internal Revenue - National Office	Since 2007, I have been coordinating with the Japanese Long-term Experts dispatched by the National Tax Agency here at the BIR. I also worked with Japanese consultants on the BIR- JICA Technical Cooperation Project (2008 to 2011) and the ADB-BIR Technical Assistance (2014).
Batch 5 (2007)	GS of Global Studies, Sophia University	Assistant Manager, Regional Monetary Affairs, Bangko Sentral ng Pilipinas - Cebu Regional Office	Whenever there are international conference or event involving the Bangko Sentral, I am assigned to liaise with official representatives from Japan since I can converse in the Japanese language. This experience has helped me develop strong, positive connections with Japanese colleagues and institutions who are expert in and sympathetic to issues facing developing countries, like the Philippines.
Batch 4 (2006)	GS of Global Information and Telecommunication Studies, Waseda University	Faculty and Chairperson, Dept. of Computer Science, Polytechnic University of the Philippines	I got involved with PhilaJAMES as an active member, participating in their annual activities. Also, I see to it that I join and participate in the activities called for by JAAP. With regard to connection with Japan, I stay put and keep myself updated with the developments in Waseda University and hopefully one day can participate in their research activities.
Batch 6 (2008)	GS of Global Studies, Sophia University	Bank Officer III (Officer), Bangko Sentral ng Pilipinas	I am now working at the department which is responsible for coordination with two of the sovereign credit rating agencies namely: Japan Credit Rating Agency (JCRA) and Rating and Investment Information, Inc. (R&I). I am responsible for contributing answers to queries for the briefers and banking and financial data/information needed in preparation for their visits to the Philippines.
Batch 7 (2009)	GS of Global Studies, Sophia University	Department of Education, Iloilo National High School	After coming back to the Philippines most of my students are very interested in visiting Japan and so some of my students now were able to participate in JENESYS program where they able to visit Japan for one to two weeks. In this way, I able to encouraged my students to join this program so that they will experience how beautiful to be in JAPAN.
Batch 8 (2010)	GS of International Management, International University of Japan	Chief Science Research Specialist, DOST-ASTI	We have a project with Japanese universities on the development and launch of the first Philippine microsatellite. I've also attended APRSAF (space forum) last December.
Batch 8 (2010)	GS of Global Studies, Sophia University	Foreign Service Officer Class IV, Department of Foreign Affairs	I am now working at the Philippine Embassy as Third Secretary and Vice Consul at the Consular Section which is responsible for coordination between Japanese government and our government. I was assigned several tasks involving corresponding with Japanese agencies regarding economic cooperation and other political and consular matters with Japanese government. Through my work, I believe that I have been contributing to the various forms of cooperation with the Japanese government.
Batch 9 (2011)	GS of International Development, Nagoya University	Senior Economic Development Specialist, National Economic and Development Authority	I worked on a project funded by the UN-FAO on the impact of climate change on the rice market. I worked closely with a Japanese Expert/Econometrician from the Ministry of Agriculture in Japan.
Batch 9 (2011)	GS of Arts and Sciences, International Christian University	Administrative Officer V (waiting to be appointed), Civil Service Commission 12	I was invited by a Japanese University to give a presentation about my research. I believe this helps in the bilateral connection between two countries.
Batch 10 (2012)	GS of International Cooperation Studies, Kobe University	Information Officer II, Philippine Information Agency	I was assigned to coordinate the selection process and the pre-departure orientation seminar of the student participants and adult supervisors of the 7th batch of Japan-East Asia Network of Exchange for Students and Youths (JENESYS) Invitation Programme 2.0 – Mass Media. That batch successfully made their trip to Japan last December 1 to 9. Right now, I am following-up with the participants on their activities to promote Japanese culture and people and Philippine-Japanese cooperation.
Batch 10 (2012)	GS of International Management, International University of Japan	Information Officer II, Philippine Statistics Authority	Student Office of IUJ contacted me with regards to the organization of an IUJ Information Session here in Manila. On October 18, 2014, I, my batchmates and senpais in IUJ coordinated an IUJ Information Session in which we shared about the IUJ academic programs, application process, scholarship opportunities and our experience in Japan.
Batch 10 (2012)	GS of International Management, International University of Japan	Presidential Management Staff / Administrative Officer IV	I was in charge of writing briefers for the President of the Philippines. My first assignment related to Japan was the farewell call of Japanese Ambassador Urabe to the President.

### 3. Result of interview survey for returned participants

Batch (Year of Arrival)	Q1 Basic Information of Fellows	Q2 Reason/motivation to apply for JDS	Q3 & Q4 Relevance of research plan with the duties at work upon application	Q5 Career after returning to the workplace
Batch 5 (2007)	<p>Name : Mr. Cruz, Francisco Relevo Accepting University : Keio University, GS of Media and Governance Belonging Organization before JDS : Department of Interior and Local Government, Information Officer III Current Belonging Organization : Department of Interior and Local Government, Planning Service, Director IV</p> <p><b>【Research Theme】</b> Fragmented Social Networks: Hindrance to be Adaptation of Relocated informal Settlers in the Philippines</p>	<ul style="list-style-type: none"> <li>Studying in Japan would not only give me new knowledge and experience but also help my academic ability.</li> <li>Keio University has Media course with high reputation and studying there would be a good investment for myself as well as my agency. I also wanted to expand network abroad.</li> </ul>	<ul style="list-style-type: none"> <li>My responsibility in DILG was to offer solution and idea to the problems which local government units (LGUs) are facing by working closely with them.</li> <li>My initial research proposal was about the information advocacy and role of media in LGUs.</li> <li>On the other hand, the problem of informal settlers was always pointed out as an urgent issue in DILG. Therefore I decided to choose this topic as my research theme.</li> </ul>	I applied for promotion and successfully got a chance to be a Director. My first duty after the return was to work with the smallest entity called Barangay and give solution to them.
Batch 5 (2007)	<p>Name : Mr. Lazo, Michael Ryan Morente Accepting University : Meiji University, GS of Governance Studies Belonging Organization before JDS : Presidential Management Staff Presidential Staff Officer II Current Belonging Organization : Presidential Management Staff Presidential Staff Officer VI/ Chief</p> <p><b>【Research Theme】</b> Ex-Post Evaluation on yen loan funded Development Projects and Its purported Proposes: A Meta-Evaluation</p>	<p>I wanted to improve my skill to contribute to development in the Philippines.</p> <p>My supervisor recommended JDS and I thought the opportunity in Japan is good to expand global network in Asia.</p>	<p>Before applying to JDS, I was handling planning and implementation of Agricultural Project. That is why I decided to do research on irrigation system.</p> <p>However, during the study in Japan, I shifted my theme to monitoring and evaluation system of project.</p>	After JDS, I was assigned to monitoring division and observed several projects under former President. Later, I was given a chance to be OIC and one year after that, I was promoted to be a chief.
Batch 6 (2008)	<p>Name : Mr. Cabanlong, Allan Salim Accepting University : Waseda University, GS of Global Information and Telecommunication Studies Belonging Organization before JDS : Philippine National Police, Division Chief Current Belonging Organization : Philippine National Police, Web Service and Cyber Security Division, Director</p> <p><b>【Research Theme】</b> Major Field: Wimax Technology: PNP Integrated Network Solutions Minor Field: Information Security Cybercrimes</p>	After attending JICA Training in Okinawa, I was implementing the Action Plan I suggested there. I wanted to deepen my knowledge in Japan.	<p>Before JDS, I was handling Monitoring and Implementation of Project in PNP Computer Service. All projects related to IT are planned and implemented in this division.</p> <p>My initial research plan was VPN system and its implementation, but after consultation with my advisor in Waseda, I made minor changes.</p>	After return, I was promoted to Director and heading the division with 19 subordinates. I published article with cooperation from Waseda University. Also, worked as an advisor of Senator for drafting the Cyber Crime Law. I am also advisor for Information Communication Technology Office (ICTO).
Batch 7 (2009)	<p>Name : Ms. Vilchez, Mary Rose Leyva Accepting University : Waseda University, GS of Global Information and Telecommunication Studies Belonging Organization before JDS : Department of the Interior and Local Government, Administrative Officer II Current Belonging Organization : Department of the Interior and Local Government, Supervising Administrative Officer Management Division Financial and Management Services</p> <p><b>【Research Theme】</b> mobile Developments and Applications: Extending the Reach of E-Government Services in the Philippines</p>	<p>Human Resource Office recommended JDS.</p> <p>Japan is the biggest economic partner for the Philippines and I thought obtaining Master degree in Japan would be a huge benefit.</p>	<p>My research was about developing Application and E-Government service. I did research on how to put this system into practical use on Local Government Unit.</p> <p>My research focused on Structural comparison of E-Government Service between Japan and Singapore.</p>	<p>I was promoted two years ago and now I am working as a supervisor of 17 staff.</p> <p>I did my research focusing on national level but now I am applying that on local level. My first project in DILG after JDS was to introduce system, which made easier to find necessary documents from the huge amount of documents in DILG.</p>
Batch 9 (2011)	<p>Name : Mr. Polistico, Florande Surabia Accepting University : International University of Japan, GS of International Relations Belonging Organization before JDS : National Statistical Coordination Board, Statistical Coordination Officer (SCO) III Current Belonging Organization : National Statistical Coordination Board, OIC Chief of Division</p> <p><b>【Research Theme】</b> Determinants of Domestic Tourism Demand in the Philippines: A Multi-Stage Decision Modeling process</p>	<p>JDS was the only scholarship offered then.</p> <p>Nevertheless, I was interested in the scholarship because of the favorable conditions offered by the government of Japan which achieved economic development.</p>	Considering the importance of tourism in the Philippine economy, and having understood that boosting tourism industry will help address poverty as well as income inequality, I chose my research topic. My knowledge in both statistics and economics helped me to link data with policy and planning.	<p>I was assigned on the same division as before JDS. Later, I was given additional task by the office to serve as Officer in Charge.</p> <p>I was awarded as Employee of the Year in 2014 - one year after I came back from the JDS scholarship.</p>
Batch 9 (2011)	<p>Name : Mr. Francis Delos Reyes Accepting University : International University of Japan, GS of International Relations Belonging Organization before JDS : Development Bank of the Philippines, OIC - Treasury Marketing, Senior Manager Current Belonging Organization : Sr. Asst. Vice President/ Head Local Bond Trading</p> <p><b>【Research Theme】</b> Determinants of Domestic Tourism Demand in the Philippines: A Multi-Stage Decision Modeling process</p>	<p>I wanted to study in Japan because I believe we can learn a lot from the first Asian developed nation what is required from the country and the people to achieve developed economy.</p> <p>I thought living in Japan and with Japanese people would inspire and motivate me.</p> <p>I wanted to learn more about Economics and International development and also further enhance my skills and knowledge base in IUJ.</p>	<p>I was handling the project to strengthen the relation between Client and Government by improving money flow. I chose my research title upon consultation with my Senior Executive Vice President for she believed RORO Transport infrastructure is both relevant to my agency and the country since it is the type of infrastructure with the most impact on economic growth.</p>	<p>I was promoted to become Senior Assistant Vice President.</p> <p>I received job offer from other government agency but considering my career and contribution, I decided to stay in my belonging agency.</p>

Batch (Year of Arrival)	Q1 Basic Information of Fellows	Q6 Use of outcomes of JDS after returning to the work	Q7 Cooperation/Connection with Japan	Q8 Future career plan
Batch 5 (2007)	<p>Name : Mr. Cruz, Francisco Relevo Accepting University : Keio University, GS of Media and Governance Belonging Organization before JDS : Department of Interior and Local Government, Information Officer III Current Belonging Organization : Department of Interior and Local Government, Planning Service, Director IV</p> <p><b>【Research Theme】</b> Fragmented Social Networks: Hindrance to be Adaptation of Relocated Informal Settlers in the Philippines</p>	<p>Currently, as DirectorIV, I am in charge of the planning, evaluation and monitoring of all projects that our division is handling.</p>	<p>My job is not related to Japan, but I still keep in touch with Professor (Advisor) in Keio and he visited my office last year.</p>	<p>Currently I am satisfied with the position which I have. I still need to improve my knowledge as DirectorIV before thinking about next step. My nearest future career plan is to contribute to Japan in some way.</p>
Batch 5 (2007)	<p>Name : Mr. Lazo, Michael Ryan Morente Accepting University : Meiji University, GS of Governance Studies Belonging Organization before JDS : Presidential Management Staff Presidential Staff Officer II Current Belonging Organization : Presidential Management Staff Presidential Staff Officer VII/ Chief</p> <p><b>【Research Theme】</b> Ex-Post Evaluation on yen loan funded Development Projects and Its purported Proposes: A Meta-Evaluation</p>	<p>I am making the official documents which are provided to the President as reference when he makes a political decision.</p> <p>The knowledge I gained in Japan helps me and my team when we make a documents. I also share my knowledge to my colleague.</p>	<p>I contact with my class mates and advisor.</p> <p>I recommended JDS to my subordinates and, some of them has become JDS Fellows.</p>	<p>I am planning to apply for promotion for senior manager level by taking exam for career service executive.</p>
Batch 6 (2008)	<p>Name : Mr. Cabanlong, Allan Salim Accepting University : Waseda University, GS of Global Information and Telecommunication Studies Belonging Organization before JDS : Philippine National Police, Division Chief Current Belonging Organization : Philippine National Police, Web Service and Cyber Security Division, Director</p> <p><b>【Research Theme】</b> Major Field: Wimax Technology: PNP Integrated Network Solutions Minor Field: Information Security Cybercrimes</p>	<p>Ongoing Crime Mapping Project started from last year with support of World Bank. This project provides technology which records all crimes happening in Metro Manila and this is widely utilized in PNP.</p> <p>Also, I had a chance to give lectures in Singapore and Malaysia.</p> <p>I also teach law/policy and technology course in university. I will give lecture at World conference for Cyber Intelligence Asia.</p>	<p>I do not have direct connection to Japan in terms on my job, but I still get in touch with my batchmates and got cooperation from them when publishing the articles.</p> <p>I also contact with my advisor often so that we could prepare for having a international conference together.</p>	<p>I would like to continue to work as Director at this moment and plan to take Ph.D in near future.</p>
Batch 7 (2009)	<p>Name : Ms. Vilchez, Mary Rose Leyva Accepting University : Waseda University, GS of Global Information and Telecommunication Studies Belonging Organization before JDS : Department of the Interior and Local Government, Administrative Officer II Current Belonging Organization : Department of the Interior and Local Government, Supervising Administrative Officer Management Division Financial and Management Services</p> <p><b>【Research Theme】</b> mobile Developments and Applications: Extending the Reach of E-Government Services in the Philippines</p>	<p>I am in charge of Management Division. As a Managerial position, I have responsibility on the project handled by the division.</p>	<p>I attended JAAP event once, after return from JDS.</p>	<p>I would like to apply for Ph.D in order to brush up my knowledge as managing position.</p>
Batch 9 (2011)	<p>Name : Mr. Polistico, Florande Surabia Accepting University : International University of Japan, GS of International Relations Belonging Organization before JDS : National Statistical Coordination Board, Statistical Coordination Officer (SCO) III Current Belonging Organization : National Statistical Coordination Board, OIC Chief of Division</p> <p><b>【Research Theme】</b> Determinants of Domestic Tourism Demand in the Philippines: A Multi-Stage Decision Modeling process</p>	<p>Same as Q5</p>	<p>I encourage and advise my subordinate who want to apply for JDS.</p>	<p>My goal is to continue supporting for the success of the Philippine Statistics Authority in order to come up with more relevant, timely, and quality products.</p>
Batch 9 (2011)	<p>Name : Mr. Francis Delos Reyes Accepting University : International University of Japan, GS of International Relations Belonging Organization before JDS : Development Bank of the Philippines, OIC - Treasury Marketing, Senior Manager Current Belonging Organization : Sr. Asst. Vice President/ Head Local Bond Trading</p> <p><b>【Research Theme】</b> Determinants of Domestic Tourism Demand in the Philippines: A Multi-Stage Decision Modeling process</p>	<p>I head the Local Bond Trading Unit of the Treasury Group. I was promoted and given more responsibility after JDS.</p>	<p>I have encouraged employees from agency to apply for the scholarship as part of Promotion seminar of JDS. In addition, I still keep in touch with IUJ as a representative of Filipino returned fellow.</p>	<p>I will serve as Senior Assistant Vice President for more years but I would like to apply for Vice President in future.</p>

Batch (Year of Arrival)	Q1 Basic Information of Fellows	Q9 Outcomes and advantage of JDS	Suggestions	Acquired skills or knowledge in Japan
Batch 5 (2007)	<p>Name : Mr. Cruz, Francisco Relevo Accepting University : Keio University, GS of Media and Governance Belonging Organization before JDS : Department of Interior and Local Government, Information Officer III Current Belonging Organization : Department of Interior and Local Government, Planning Service, Director IV</p> <p><b>【Research Theme】</b> Fragmented Social Networks: Hindrance to be Adaptation of Relocated informal Settlers in the Philippines</p>	<p>1. The global network I gained in Japan is the best advantage. 2. The opportunity to live with Japanese and the experience of Japanese culture are also advantage. 3. Sufficient support system to live in Japan 4. Keio provides practical and professional research course, which is also advantage.</p>	<p>It is unfortunate that JDS Project does not offer Ph.D course.</p>	<p>Deepening the knowledge about the work duty and organization is necessary when studying in Japan. This knowledge will benefit the organization.</p>
Batch 5 (2007)	<p>Name : Mr. Lazo, Michael Ryan Morente Accepting University : Meiji University, GS of Governance Studies Belonging Organization before JDS : Presidential Management Staff Presidential Staff Officer II Current Belonging Organization : Presidential Management Staff Presidential Staff Officer VI/ Chief</p> <p><b>【Research Theme】</b> Ex-Post Evaluation on yen loan funded Development Projects and Its purported Proposes: A Meta-Evaluation</p>	<p>The university offers both academic and practical learning with high quality. The support system was sufficient.</p>	<p>It would be better to include internship opportunities in the program.  As part of follow up system, it is better to have network beyond batchmates. JDS will be more productive if we have chance to know Fellows who have similar job duties.</p>	<p>Wide range of network from university advisor to batch mates of different organizations is the advantage.</p>
Batch 6 (2008)	<p>Name : Mr. Cabanlong, Allan Salim Accepting University : Waseda University, GS of Global Information and Telecommunication Studies Belonging Organization before JDS : Philippine National Police, Division Chief Current Belonging Organization : Philippine National Police, Web Service and Cyber Security Division, Director</p> <p><b>【Research Theme】</b> Major Field: Wimax Technology: PNP Integrated Network Solutions Minor Field: Information Security Cybercrimes</p>	<p>Be able to get degree from top university in Japan.  Full support system was helpful.  Waseda offers high quality education and be able to build world network.</p>	<p>I know many of the JDS Returned Fellows who are planning to take PhD course. We would like JDS to offer Scholarship for Ph.D.  Gathering up all JDS returned Fellows, whether it is formal or informal meeting, would be good to strengthen relationship among Fellows and Japanese related organizations.</p>	<p>I still keep connection with JDS Batch mates beyond the organizations, and often receive cooperation from batch mates of PSA and NEDA.</p>
Batch 7 (2009)	<p>Name : Ms. Vilchez, Mary Rose Leyva Accepting University : Waseda University, GS of Global Information and Telecommunication Studies Belonging Organization before JDS : Department of the Interior and Local Government, Administrative Officer II Current Belonging Organization : Department of the Interior and Local Government, Supervising Administrative Officer Management Division Financial and Management Services</p> <p><b>【Research Theme】</b> mobile Developments and Applications: Extending the Reach of E-Government Services in the Philippines</p>	<p>Learning environment in Japan is excellent and being able to expand network in Asia.  Compared with other Scholarship, JDS offers full support system and it was very helpful for the fellows.</p>	<p>To improve the JDS, I would like to suggest the Internship Opportunities. I had chance to get training in CISCO as part of University Program.  I hope JDS someday offers PhD course so that JDS fellows will have opportunity to continue study in Japan.</p>	<p>I have batchmates who can give me cooperation on job.</p>
Batch 9 (2011)	<p>Name : Mr. Polistico, Florande Surabia Accepting University : International University of Japan, GS of International Relations Belonging Organization before JDS : National Statistical Coordination Board, Statistical Coordination Officer (SCO) III Current Belonging Organization : National Statistical Coordination Board, OIC Chief of Division</p> <p><b>【Research Theme】</b> Determinants of Domestic Tourism Demand in the Philippines: A Multi-Stage Decision Modeling process</p>	<p>Full support system from departure to return  To obtain degree in Japan benefited me in many ways.</p>	<p>5 days Japanese Language training was too short to help my life in Japan. I hope that JDS can provide long-term Japanese language training like it was conducted before.</p>	<p>I learned not only academic side but also Japanese diligence, which gave me high motivation toward work.</p>
Batch 9 (2011)	<p>Name : Mr. Francis Delos Reyes Accepting University : International University of Japan, GS of International Relations Belonging Organization before JDS : Development Bank of the Philippines, OIC - Treasury Marketing, Senior Manager Current Belonging Organization : Sr. Asst. Vice President/ Head Local Bond Trading</p> <p><b>【Research Theme】</b> Determinants of Domestic Tourism Demand in the Philippines: A Multi-Stage Decision Modeling process</p>	<p>The university environment is ideal for leaning and experiencing Japanese life.  The support system before and during study is helpful. All accepting universities have excellent reputation.</p>	<p>JDS Project will be more beneficial if the opportunity for Internship is given. I had to decline the Internship offer by Bank for JDS rule.  Long Term Japanese Language training would be helpful to expand network and to strengthen the two countries relationship.</p>	<p>I was able to expand global network in IJJ, which accepts students with high potential.  I was also able to have network with JDS Fellows in the Philippines, regardless of agencies. I sometimes receive job cooperation from them.</p>