

**Lao People's Democratic Republic
Ministry of Education and Sports**

**PREPARATORY SURVEY
OF THE PROJECT
FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO THE LAO PEOPLE'S DEMOCRATIC REPUBLIC

FINAL REPORT**

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**Japan International Cooperation Agency (JICA)
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Summary

1. Summary of the Preparatory Survey

Background of the Survey

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) was first launched in Uzbekistan and Laos in fiscal 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The project has later been introduced to other countries as well, and the number of target countries has reached 14 by fiscal 2015.

Since the FY 2009, the project was gradually switched to the "new system" in one country after another. In the new system, an intake framework in four batches is planned, based on the aid policies of the Japanese government and the development issues and the human resources development needs of the target countries.

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

Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of implementation of the project and properly reflecting the Basic Policy of Japan's Assistance to Laos, relevant JICA programs, etc. in the formulation of the project based upon the needs of the government of Laos.

Objectives of the Survey

The main objectives of the survey are as follows:

- To discuss on the framework of the JDS Project (starting from Japanese fiscal year 2016 to 2019) with the government of Laos
- To confirm the outcomes of the project in the past and consider new approaches that would maximize the outcomes of the project.

Method of the Survey

As part of the Preparatory Survey, the survey in Laos was conducted from November 2015 to March 2016.

- January 2016: Confirmation of the principle/ policy for the survey
 - (1) To set Sub-Programs and Components in accordance with economic cooperation policy for Laos by the Japanese government and development needs of Laos

- (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 confirm the implementation system of the project
- February 2016: Estimation of the project scale
 - March 2016: Formulation of the drafts of Basic Plans for each Sub-Program

Results of the Survey

As a result of the discussion with Lao side Operating Committee members, Sub-Program, Component, and accepting universities are agreed as follows. Based on this framework, the Survey team explained Basic Plan and gained a general understanding from the members.

Also, outcomes of the project, which could be seen in the critical mass so far formed, were confirmed through refreshing the reinstatement situation of JDS Returned Fellows. Besides, to introduce an English training that would heighten JDS fellow's readiness before coming to Japan and to launch PhD program in order to produce higher level of human resources, were considered. These ideas were welcomed from Lao side with great expectation and survey team also confirmed the needs of each Target Organization. In regard to cost burden of English training and selection process including qualification for PhD program are continuously to be discussed at Operating Committee meeting.

Framework of JDS Project in Laos (2017-2020)

Sub-program	Component	Accepting University		Slot
1.Improving Administrative Ability and Institution Building	1-1 Enhancement of Public Administration and Improvement of Legal System	International University of Japan	GS of International Relations	3
		Kobe University	GS of International Cooperation Studies	2
	1-2 Enhancement of Public Finance	Yamaguchi University	GS of Economics	2
2. Building a Strong Base for Sustained Economic Growth	2-1 Improvement of Economic Infrastructure	Hiroshima University	GS of Engineering/International Cooperation	3
	2-2 Economic Policy on Investment / Export Promotion	Ritsumeikan University	GS of International Relations	2
3. Sustainable Agriculture and Rural Development as well as Natural Environment Conservation	3-1 Agriculture and Rural Development	Kyushu University	GS of Bioresource and Bioenvironmental Sciences	2
	3-2 Natural Environment Conservation	University of Tsukuba	GS of Life and environmental Sciences	2
4. Improvement of Educational Policy		Hiroshima University	GS of International Cooperation	2
5. Improvement of Health Policy		Nagasaki University	GS of Tropical Medicine and Global Health	2
Total				20

Evaluation of the JDS Project

The JDS project is designed to foster young administrators who can practically solve issues of social and economic development. In order to carry out the JDS project effectively to achieve this goal, targets (higher goals and project goals) have been set separately for each Sub-Program and Component.

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 fellows 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
- Improvement of JDS participants’ analysis/policy making/project managing ability
- JDS participants’ making policy and implementation through making use of outcomes of study abroad

For the "Obtaining master's degree for returned students" and "Improving the analysis abilities, policy proposal abilities, and project operation and management abilities of returned students" indexes, high completion rates and improvements in abilities are expected through the following: recruiting people who can work on each sub-program and component; selection that assesses the potential for academic attainments, work experience, and contributing on return; programs and systems offered by the accepting universities during students' stays in Japan; and monitoring and support from implementing institutions.

In addition, for the "Policy proposal and implementation using the results of study abroad by returned students" index, Laos is returning many of the JDS students to their former posts, where they can make use of the knowledge and skills they learned in Japan, but the creation of a critical mass and implementing follow-ups are expected to improve results still further.

2. Recommendations

(1) Strengthening of recruitment

In order to secure JDS participants who will be able to assume important positions in the government of the Lao P.D.R. in the future and contribute to the development of the country, in other words, those who can accomplish the purpose and maximize the effect of JDS projects, it is necessary to recruit many outstanding applicants from the appropriate target organizations and carefully select the more outstanding applicants among them, with this process acting as the entry point for the project.

In recent years, however, the accepting universities in taking JDS participants from Laos have also been pointing out that their quality has been decreasing. For the target organizations, young staff in their prime with potential and English abilities are a valuable workforce. Particularly for government organizations with a limited number of staff, it is difficult to dispatch people for as many as two years. Besides, as described above, there are many scholarship programs supported by other donor countries in addition to Japan in Laos. Among them, the main competing program is the Australian government scholarship. This scholarship program is very popular, partially because it offers long-term English training in Laos. In this way, the increased options for study abroad programs also make it difficult for the JDS project to attract highly capable candidates.

In recruiting JDS participants, one of the factors to attract many candidates is Lao people's admiration for the "Japan" brand. Accordingly, in order to get the potential candidates interested in the JDS project and to continue to obtain talented candidates, recruiting that makes use of the Japan brand should be effective. To achieve this, it is desirable to work with various Japanese organizations in Laos, including the Japanese embassy, JICA and JETRO, and promote the JDS project as part of the promotion of Japan.

A hearing survey was conducted, targeting returned and present Lao JDS Fellows to ask the reasons why they chose the JDS project. Many of them cited detailed and extensive support compared to other scholarship programs. In particular, the JDS participants from Laos tend to be concerned about studying abroad, and many of them do not have sufficient English ability. So, the JDS project, which conducts monitoring every three months during their stay in Japan, is considered a more attractive scholarship program than others. It seems like a good idea to accentuate such strengths of the JDS project more than ever in recruitment activities in the future,

It is necessary to carefully explain to the applicants Japan's aid policy for Laos, along with the significance and purpose of the JDS project, about developmental issues and basic policy and the expected role of the JDS participants. These points also need to be explained as well as to their superiors and/or surrounding people so that they can have a correct understanding of the JDS project. This aims to instill the image that the JDS project is an official Japanese scholarship program, and to instill in the candidates a sense of mission so that they come to Japan as a representative of Laos and study and work hard to meet such expectations. This inspires and motivates them. In order to promote such understanding, it is desirable to obtain cooperation with the Human Resources Departments at the relevant government organizations, returned JDS participants, etc.

(2) Utilization of JICA experts/policy advisors

In the on-site survey, interviews were conducted with two JICA policy advisors (for the Ministry of Agriculture and Forestry and the Ministry of Finance). Regrettably for JDS, both of them said that they initially did not know that the JDS project is being implemented in Laos. They realized the presence of the JDS project and the returned JDS participants in their ministries after they started work. The returned JDS participants have been working in the government organizations to which JICA experts/policy advisors are dispatched. In order to facilitate their work well, efforts should be made to let them know about the presence of returned JDS participants in the first place. Therefore, it is desirable to formulate a framework to have JICA experts and policy advisors learn about the JDS project before they are dispatched.

As mentioned above, the JDS project in Laos has a problem concerning recruitment. It would be useful to have JICA experts encourage talented candidates to apply for the JDS project. This should be done carefully as it may affect personnel affairs and constitute interference in the foreign country's ministries. Still, it is desirable for JICA experts to spend time convincing the personnel staff of the effectiveness of studying in Japan, even if in an indirect manner. Such support should help in the acquisition of highly capable candidates.

There is an example of good practice, in which an agricultural policy advisor provided detailed advice on the formulation of a research plan last year. It is desirable to give advice such that the JDS participant chooses issues essential to the strengthening of the target organizations as research theme.

In addition, the returned JDS participants can expect to be further promoted or play a more important role if JICA experts utilize them for their work or encourage related people in the organizations to utilize them. As JICA experts are assigned positions in the relevant organizations and are well-informed on their internal circumstances, their recommendations are convincing, which opens the possibility of establishing complementary relationships with the JDS project in various ways.

(3) Improvement of basic academic ability

The accepting universities evaluate the basic academic ability of the JDS participants from Laos as low compared to those from other countries. Many of them also point out that the JDS participants from Laos are particularly insufficient in ability in the basic subjects such as English and mathematics as well as the academic discipline and basic knowledge for conducting academic research or writing thesis, which presents many issues towards acquisition of the Master's degree.

In particular, their English ability is a serious issue for them. Most of the applicants do not reach the

English level required for admission by the accepting universities. In this on-site survey, the necessity of introducing an English training program before departure from Laos was confirmed by the Japanese and the Lao members of the Operating Committee. In order to promote self-help efforts by Laos, the Japan side requested them to bear the expenses for the training. It is expected of the Ministry of Education and Sports, which implements the training program, to find the most inexpensive way possible to implement the English training program in cooperation with the universities under their jurisdiction. However, if it is difficult such English training to implement at the expense of Laos, it is necessary to consider that Japan support the cost. On the other hand, there is a trend that the young working people, administration officials in particular, spare no expense for their self-improvement. So, there is room to consider ways of having the successful JDS applicants bear a part of the expense in order to implement the pre-departure English training.

Another option is to institutionally require the universities that accept the JDS participants from Laos to allocate a part of the budget for special programs. When the accepting universities are initially presented with the fact that one of the evaluation indicators in the request survey on the accepting universities conducted in Laos includes fulfillment of pre-departure training of academic writing, etc., as a special program, they may compete to enhance the content. This can be effective in improving the ability of the JDS participants from Laos.

(4) Establishment of the follow-up scheme

To present, 334 JDS participants have come to Japan from Laos, among whom a total of 293 participants from the 1st to 14th batches successfully completed their studies and returned home. Actually, the returned JDS participants have returned to their respective organizations, where they utilize the knowledge obtained through their studies in Japan, solve problems and find new issues. They have contributed to strengthening their organizations and ultimately solving issues. According to the hearings for this on-site survey, a good example was confirmed, where a returned JDS participant is playing an important role as a mid-career staff member in the Ministry of Finance. Before going to Japan, he, without knowing the positioning of the Ministry of Finance and the importance of the role it plays, just did the routine work assigned to him. Several people said that “Became able to capture the tasks in light of whole concept of organization and policy” and broadened his perspective after returning from Japan. Also, he changed his way of doing work as well; not only understanding contents of the tasks, he has also acquired motivation, attitude and a sense of responsibility for work, as a result of which he has gained the trust of his superiors and colleagues. So, now he is being assigned important work.

Since the new system was introduced, such outcomes have been emerged in a successive manner. The returned JDS participants are beginning to organically strengthen their mutual connections, forming a group of the returned participants (critical mass) and showing presence in their organizations. This can be a significant outcome. It is desirable that a critical mass will be further formed and continued in each government organization and they work together beyond the boundaries of ministries or departments towards formulation and realization of more comprehensive policies.

In order to realize that, it is necessary to provide the opportunity to report the policies proposed and implemented by the returned JDS participants to the Organizing Committee and related parties, and to support a framework in which information on the respective fields is regularly updated, shared or used for work by the JDS Returned Fellows jointly. The JDS Returned Fellows are an important asset for the development of Laos in the future. In order to utilize such an asset, it is desirable to keep the list of JDS Returned Fellows up-to-date and share it among the related people under appropriate management so that it can be utilized as an important resource for Japan-related issues.

The JDS Returned Fellows join the JAOL and continue their alumni activities as a JDS group under the JAOL. This is an example of good practice that has not been implemented by the JDS project in other countries. In the future, it is desirable that the embassy, JICA and the agent will push forward this activity in order to provide active support for follow-up activities. As one such initiative, collaboration with publicity events held by the Japanese Embassy in Laos is useful to provide many

opportunities for the returned JDS participants to have contact with Japan, by which they can maintain their relationship with Japan. As Mr. Bounleua DAOVILYA of the Ministry of Finance, the current vice president of the JAOL deputy JAOL, is a JDS Returned Fellow, it is possible to have him as a key person for JDS project follow-up. In addition, if the list of returned JDS participants is managed by the JAOL in the future it will be easier to share the list among the related parties, including Japanese companies, and this can be expected to result in the spread of the network.

In this on-site survey, with regard to the needs for follow-up after returning to Laos, some respondents expressed their wish to have an opportunity for self-help improvement or to update the knowledge they obtained in Japan. There can be several methods to meet such needs. There are methods utilizing the Laos-Japan Human Resource Development Institute Center (LJI) in particular, which includes collaboration with the Project for Developing Business Human Resources conducted by LJI, or separately holding workshops taught by business course instructors. Another possible method is to request the university lecturers visiting Laos for technical interviews to hold seminars for the JDS Returned Fellows.

The scheme for the follow-up does not start with the return of the JDS Fellows to their home country. It is necessary to be prepared for the follow-up while they are still in Japan. For example, acquiring Japanese enables them to build various networks. So programs that promote understanding of Japan will increase the number of JDS participants who understand and feel familiar with Japan, by which means more talented candidates will be attracted by the JDS project in the future. The JDS project should not be operated just as a program to obtain a degree at university. It is desirable to add content that reflects our resolution to achieve the purposes of the project.

(5) Points to be considered for implementing a Ph.D. program

According to the results of the hearings with returned JDS participants, they welcomed the introduction of the Ph.D. program with great anticipation. They said that the Ph.D. degree is not presently essential for promotion in their organizations but that administrative leaders who are Ph.D. degree holders are in an advantageous position, considering the future of Laos. In the 8th NSEDP, the specific indicators for capacity building of administration officials include "the number of administration officials who hold a Ph.D. degree (an increase of 25% from the current 320 holders)" and "the number of administration officials who hold a Master's degree (an increase of 25% from the current 3,602 holders)." The JDS project is expected to play a more important role for human resource development in the government of Laos in the future.

The launch of the Ph.D. program will not be just a follow-up for the JDS Returned Fellows. For potential candidates thinking about obtaining a Master's degree with the JDS, it must be a huge attraction, as the program leads to the Ph.D. level. The launch of the PhD program is also expected to have an impact on attracting highly capable candidates.

However, what is the most important upon launch of the Ph.D. program in the JDS project is that not only the people related to the JDS project but also returned JDS applicants who will apply and the accepting universities have the same awareness of "why the Ph.D. program is being implemented by the JDS project," and "what is the purpose of the Ph.D. program by the JDS project." It should be clearly acknowledged that the purpose of the Ph.D. program by the JDS project is not to develop researchers but to develop leaders who are engaged in government policies. If this is not clear, differentiation from the other scholarship schemes, including the government-sponsored scholarship, may become difficult. It is definitely important to create clear distinctions upon the launch of the Ph.D. program.

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List of Abbreviations

Abbreviations	Description
AAS	Australian Awards Scholarship
ADB	Asian Development Bank
ASEAN	Association of South-East Asian Nations
CESR	Comprehensive Education Sector Review
DAC	Development Assistance Committee
E/N	Exchange of Notes
FESR	Framework on Economic and Social Reform (Priority policy in 2012-2015 for long-term goals of National Development Plan)
G/A	Grant Agreement
GDP	Gross Domestic Product
GSAD	Graduate School of Administration and Development
IMF	International Monetary Fund
JAOL	Japan Alumni of Laos
JDS	Project for Human Resource Development Scholarship
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
KOICA	Korea International Cooperation Agency
LDC	Least Developed Country
LJI	Laos – Japan Institute
LPRP	Lao People's Revolutionary Party
NSEDP	National Socio-Economic Development Plan
NGO	Non Governmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
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 fellows under the same field, Target Organization and Accepting University) is mentioned as “JDS old system”

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

1-1. Present Situations and Issues of JDS Project

1-1-1. Background of the Project

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

Although the original target countries of the JDS project were transition economies in Asia, they were expanded later to other Asian countries such as Philippines. The project expanded to Ghana in Africa in FY 2011, and to Nepal in FY 2015. At present, the project has 13 target countries. Indonesia left the JDS project, which is conducted by the Japan International Cooperation Agency (referred to below as JICA) in FY 2006, when international students began to be accepted on Japanese yen-based loans. The last JDS participants from China were accepted in FY 2012¹.

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

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

At first, intake plans for the various academic fields were made each year and human resources from both public and private sectors were accepted ("old system"²). Since the FY 2009, the project was gradually switched to the "new system"³ in one country after another. In the new system, an intake framework in four batches is planned, based on the aid policies of the Japanese government and the development issues and the human resources development needs of the target countries. Furthermore, in the new system, the target of the project is limited to government officials who are involved in the planning and implementation of policy in development issues. The new system endeavors to select and

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

² The implementing system that project plan is formulated every year.

³ A system in which a survey is conducted in the first year, followed by organizing the Sub-Program (priority aid area) and Component (development issue), then determining appropriate target organization and accepting university and in the end, basic plan of the project are formulated.

concentrate Japanese government development aid through the JDS project by accepting international students in four batches in the same target area and from the same target organization and assigning them to the same accepting university. The system aims at forming a "critical mass," with a group of former JDS participants in each government ministry and agency, so that JDS students will be able to smoothly utilize the fruits of their studying in Japan in each organization they belong to after returning to their home countries. In addition, by fixing the accepting university for four years, the system plans to form networks between related organization in the target countries and Japanese accepting universities and to provide education and research programs which match the development issues and the human resource development needs of each country.

Subsequently, in the basic research project "Factor Analysis concerning the Result of the JDS Projects" (referred to below as the JDS basic research) conducted by JICA in FY 2014, the results and factors of the JDS project in the 11⁴ target countries were compared and analyzed, and future project enforcement policies and strategies were demonstrated. The basic research report indicated that over past 15 years the JDS project has contributed significantly to the improvement of the abilities of administration officials and organizations in the target countries to solve development issues, to the reinforcement of bilateral relationships between Japan and the target countries, and to the promotion of the internationalization of the accepting universities in Japan. The report gave the following four issues to be dealt with: (1) drawing up the basic enforcement policy; (2) selection of participants who add value, to intake in key persons; (3) follow-up for reinforcement of bilateral relationships; (4) development of pro-Japanese human resources and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: increasing the PhD program quota and establishing a special recommendation quota; the development of original Japanese programs; promotion of cooperation with Japanese industry and the involvement of ministries and agencies; and the strengthening of cooperation with local projects and of the relationships between Japanese universities and local related organizations.

Strategic Reinforcement of the JDS Program and Further Initiatives

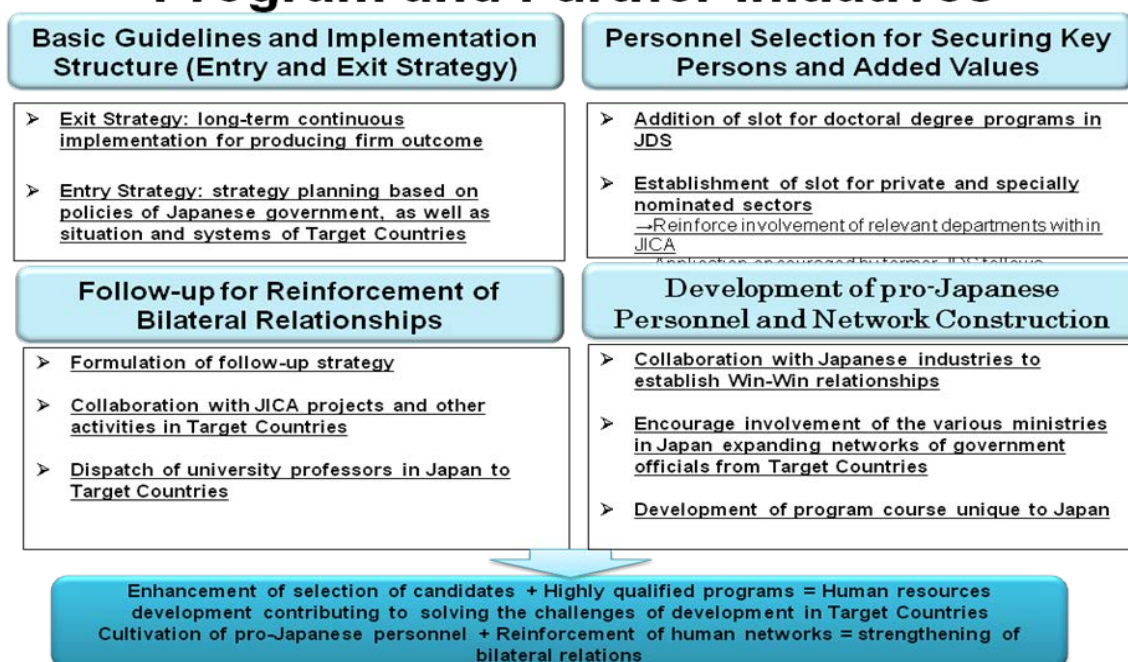


Figure 1 Proposal on JDS Basic Research (JICA)

⁴ Ghana was not included in the survey since the first batch fellows were just after return when this survey was conducted.

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

The JDS Project in Laos commenced in Fiscal Year 1999. Total 334 Fellows have been dispatched to Japan in this 15 years, of which 293 Fellows have already acquired Master's Degree and are now utilizing the specialized knowledge required for social and economic development of Laos.

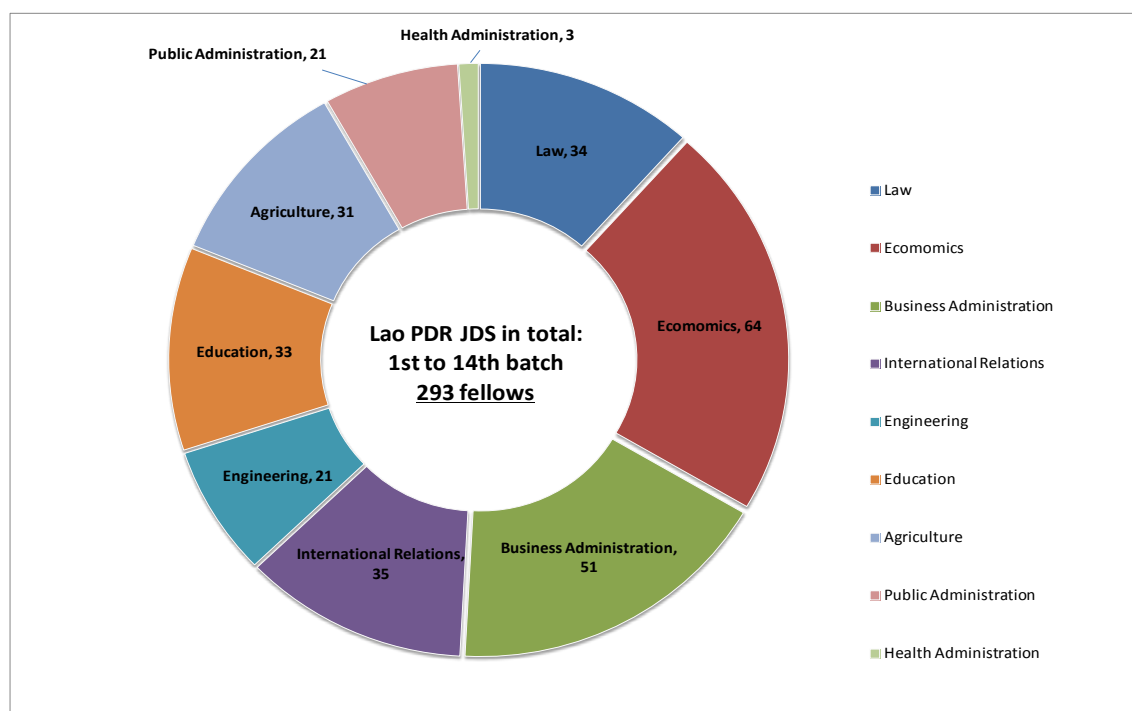


Figure 2 Number of JDS Fellows from Laos (by study fields)

The issues concerning the JDS project in Laos so far are as follows:

Lack of human resources as potential applicants

It is of utmost importance to secure "high-quality candidates" to ensure definite success of the JDS Project and seek strong results. However, young and active officers who have great potential and good command of English are valuable to ministries targeted for JDS (Target Organizations), and not easily allowed to be absent for two years because manpower is limited at each ministry. This makes it difficult to obtain excellent candidates.

Competition with other scholarship programs

In Laos, there are many scholarship programs supported by not only Japan but also other donors. A scholarship program supported by the Australian Government is particularly popular in Laos because the program provides long-term English training and helps participants acquire high-level knowledge and skills, which makes it competitive with the JDS Project. In the selection process of JDS participants for FY2013, a number of successful candidates declined an offer from JDS because they gained admission to a preliminary English training course provided by the Australian Government's scholarship program. JDS, therefore, delayed the period of selection for FY2014 to prevent candidates from declining. In addition, many administrative officers participate in scholarship programs provided by Thailand, as well as the same communist-bloc countries as Laos (including Vietnam and China), because the programs accept many participants and contain language training programs held locally; i.e., there is no strong language barrier in requirements⁵.

⁵ Based on the hearing from Ministry of Education and Sports. In Vietnam and Chinese scholarship program, the language

In order to obtain excellent human resources under the circumstances, JDS is required to grasp the needs of Laos through hearings to Target Organizations, JDS participants and fellows, etc., and reaffirm comparative superiority of the JDS Project so that a more attractive program can be designed for administrative officers in Laos.

Insufficiency in basic academic and English skills

The JDS Project provides JDS participants with sincere support, including regular monitoring conducted every three months to check whether or not they have any problem in the progress of study and daily life. However, faculty of Accepting Universities have recently showed a concern about the quality of JDS participants from Laos, three of which in the first and second phases actually could not complete their study in Japan⁶.

This was caused by an issue associated with the basic education level in Laos. The level of education is still low in Laos, and a consistent emphasis is placed on memorization. Accordingly, many JDS participants from Laos cannot deal with a process of studying their own themes in a master's course. Furthermore, Accepting Universities have been seriously concerned about the participants' insufficient analytical skills to identify research themes and their lack of awareness against plagiarism. Some Accepting Universities commented that focus should be placed on not only English skills but also potential of candidates as to whether they have their own ideas on research papers, etc., in the process of evaluating and selecting candidates.

Unavailability of a follow-up system for JDS fellows

Acquiring "critical mass" has been accelerated at each ministry since a new system was implemented. Even some JDS fellows from private sector who studied in Japan under the old system have achieved success in international organizations, etc., benefiting from their study experience in Japan. Many JDS fellows have begun to contribute to resolving development issues in Laos and reinforcing ties with Japan, but there is no effective follow-up system that organically creates connection between JDS fellows, as well as between JDS fellows and relevant organizations.

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

Social and Economic Situation in Laos

Since 1975, Laos has been maintaining political stability under the one-party-leadership of the Lao People's Revolutionary Party. In 1986 the country introduced the "New Thinking (Chintanakan Mai) Policy" and it has been promoting the "New Economic Mechanism," but it is still ranked as an LDC with a GDP per capita of 1,778 dollar in 2015 (fiscal year) (Laotian Ministry of Planning and Investment) and a rank of 141 out of 169 countries according to the Human Development Index (HDI)⁷

Laos is a landlocked country located in the center of Indochina as a key place of the Mekong Region sharing borders with five countries—China, Myanmar, Thailand, Cambodia, and Vietnam. Its economic development had been delayed, because of these geographical constraints as well as the influence of the civil war in the past, etc., but in recent years, the government has changed its way of thinking from that of a "Land locked country" to that of a "Land linked country," focusing on the geographic advantage as a country located in the center of Indochina, and has been trying to find new opportunities for economic development such as by creating a logistics hub in the region and improving the connectivity of the region.

course is included at study abroad destination.

⁶ All three participants came to Japan by own budget after finished the designated period as JDS fellows. Among them, one completed the course and two others are still on the course.

⁷ 2015 Human Development Report, 2015, UNDP

With respect to economic aspects, the impact on the financial sector in Laos during the global financial crisis of 2008 was relatively minor, as the domestic financial market only has thin ties with the international market and against the backdrop of the strong growth of sectors such as mineral resources and hydroelectric power, real GDP growth has maintained a robust growth rate of 7.5% in 2015. The Seventh Five-year National Socio-Economic Plan (7th NSEDP) for 2011 to 2015 has targeted an economic growth rate of 8% or more, also the next Eighth Five-year National Socio-Economic Plan (8th NSEDP)⁸ for 2016 to 2020 is targeting a high growth rate continuously. Laos is pursuing the economic development in a balanced manner, especially by giving due consideration to the environment, while recognizing the urgent needs because there are concerns about negative impacts that may be caused in the process of development. Steady growth was maintained in FY2015 with a 7.54% real GDP growth rate. Laos will implement further economic measures in order to shift to market-oriented economy that can respond to growth of global economy and development of ASEAN Economic Community (AEC).

The governing political party's convention is held every five years to determine its policy and leaders for the next five years, and the 10th convention was held in March 2016. A new Assembly convened in the end of April after election approved Bounnyang as President of Laos, and a new Administration was inaugurated. The new Administration will follow the existing economic reforms plan, and the situation will remain stable.

In Laos, the central government consists of the Government's Office, 18 ministries and two other organizations (a total of 21 institutions). As for administrative divisions, there are Vientiane Capital and 17 provinces Vientiane and below that are the "districts" and the "villages."

Table 2 List of ministries in Laos

Government Office (The Prime Minister's Office)
Ministry of Agriculture and Forestry
Ministry of Home Affairs
Ministry of Foreign Affairs
Ministry of Education and Sport
Ministry of Planning and Investment
Ministry of Public Works and Transport
Ministry of Post, Telecom and Communication
The Bank of Lao PDR
Ministry of Health
Ministry of Natural Resources and Environment
Ministry of Justice
Ministry of Energy and Mine
Ministry of Labor and Social Welfare
Ministry of Finance
Ministry of Industry and Commerce
Ministry of Defense
Ministry of National Security
Ministry of Information, Culture and Tourism
Ministry of Science and Technology
Inspection of Government

Situation of Higher Education in Laos

The basic education system in Laos was composed of five-year elementary education compulsory, seven-year secondary education (three-year lower + four-year upper) and four-year higher education.

⁸ Source of Information: Prepared based on "The Eighth Five-year National Socio-Economic Plan (2016–2020), Ministry of Planning and Investment of the Lao P.D.R, April, 2016 (Final Draft).

The elementary school enrollment rate is 91.6% and 62.7% for lower secondary and 36.8% for upper secondary education, 13% for higher education in 2014⁹.

Founded in 1996 as the country's first national comprehensive university, the National University of Laos is the largest comprehensive university comprising 11 faculties (Agriculture, Architecture, Economics & Business Administration, Education, Engineering, Forestry, Law and Political Sciences, Letters, Natural Sciences, Environmental Sciences), 7 centers and institutions and more than 40,000 students. In addition, although there are other National Universities, the Souphanouvong University (Luangprabang province), Champasak University, Savannakhet University and University of Health Sciences,

There are also at least 30 private colleges mainly in Vientiane, most of which are, however, small-scale single-department colleges specializing in English or Business Administration. Accordingly, applicants to JDS are mostly graduates from National University of Laos. (About 72% of applicants were graduates from National University of Laos in the selection for FY2015)

Higher educational institutions are not yet sufficient in terms of both quantity and quality, and there is an increasing need for studying abroad. Many scholarship programs relating to overseas studies are controlled by Department of Student Affairs, Ministry of Education and Sports. While the young generation's preference is more diverse in the selection of places to study, including U.S. and Europe, 4,669 participants (including 961 government officials) have participated in scholarship programs for overseas studies offered by 32 countries during FY2014.

PhD	Master	Bachelor	Diploma	Language training	Others
92	963	2,022	903	581	108

Furthermore, 2016-2020 National Human Resources Development Plan — although it is still a draft—sets a goal of encouraging human resources to obtain higher-level degrees through overseas studies, and such a master's course program provided by the JDS Project is especially required.

1-1-4. Development Plan

The government of Lao P.D.R. is going to set the following five growth targets in the Eighth National Socio-Economic Development Plan (Final Draft)(2016–2020) (hereinafter the 8th NSEDP (FD))¹⁰

- (1) With regards to the Gross National Income (GNI) growth rate, it is aimed at the average GNI by 2020 to be 2,520 USD per person, and for Gross Domestic Products (GDPs) growth rate to be not lower than 7.5%.
- (2) Aiming for National Sustainable Development Goals (SDGs) which include 18 goals (17 Goals belong to International standard for SDGs, one additional goal (UXO clearance) for Lao National Sustainable Development Goal).
- (3) Continue for poverty eradication, Aiming to exist from the Least Developed Countries (LDCs) status by 2020 with continuous economic growth, stability and sustainability.
- (4) The stability of politics and society will be maintained and the integration of the regional and international community will be promoted.

⁹ "Basic Information of Education in ASEAN", Japan Society for the Promotion of Science(Website)

¹⁰ Source of Information: Prepared based on "The Eighth Five-year National Socio-Economic Plan (2016–2020), Ministry of Planning and Investment of the Lao P.D.R, April, 2016 (Final Draft).

- (5) Promote the management and utilization of natural resources in an effective manner, direct the development of the nation in parallel to the strength and hidden potentials of the country.

In order to achieve these goals, the direction is shown by sector in the following.

Table 3 Direction of the Eighth Five-year National Socio-Economic Plan (2016-2020)

No	Specific areas (sector)	Direction and target
1	Rural development and poverty alleviation	<ul style="list-style-type: none"> With goals such as reducing the rate of poverty to less than 10% of the population by the year 2020, with the expansion of electrification road traffic network, water supply and sanitation, etc., the improvement of administrative services and the improvement of the income of the people in the rural and poverty areas will be promoted.
2	Development of economic sectors (Agriculture, commerce and industry, energy and mining industry, public works and transportation, post and telecommunications, public finances and banking)	<ul style="list-style-type: none"> Sector of agriculture and forestry: Aiming for the expansion of agriculture and forestry sector to be 3.2%, which equals to 19% of the GDPs. Aiming to have the forest coverage nationwide to be 70% by year 2020. Develop agriculture-forestry in connection to the agro-industry, services and Small and Medium Enterprise (SME) to ensure food security and in a sustainable manner. Commerce and industry sector: Aiming to have industry expansion by 9.3%, which equals to 32% of the GDPs, the services expansion by 8.9%, which equals to 41% of the GDPs. Promoting the industry development sectors qualitatively and quantitatively. Producing variety of products for domestic consumption and for export. Promoting the service sector in line with the industry development. Energy and Mining sector: Aiming for improving the legislation to protect the use of natural resources. Promoting the use of renewable energy to support economic growth. Survey of mineral resources and make a map to cover at least 50% of non-survey area nationwide. Promoting the processing and production of minerals before exporting. Public works and transportation sectors: Aiming for the growth of national and international connection points through the development of road networks railway networks, waterways and airways and the improvement of infrastructure nationwide to create favorable conditions for economic, production, trade and tourism development. Postal and communications sectors: Aiming for the development of postal and communications infrastructure, the realization of high-speed Internet and the integration of domestic and regions so that to support the economic growth. Public finance and banking sectors: Aiming for macro-economic management, stabilization and an increase in revenues, as well as deficit reduction through the strengthening of monetary and fiscal policies, and the stability of the currency. The inflation rate will be maintained at less than 5% of the GDPs.

No	Specific areas (sector)	Direction and target
	Development of the social sector (Education and Human Resource Development, public health, labor and social welfare, information and culture, justice, population, gender equality and women's development, youth development, science and technology, national unity, resolution of social problems)	<ul style="list-style-type: none"> • Education and human resource development sectors: Aiming for the assurance of the ongoing qualitative and quantitative expansion of education, improving vocational training schools and vocational training to develop expertises who have various knowledge and expertise in different fields. Focus more on technical services development and management, so as to support the economic growth. Promoting the primary school entrance to be 99%, the literacy rate for those above 15 years old to be 95% by 2020. • Public Health: Aiming for the mortality rate of child less than 1 year old to be less than 30/1,000 for new borned babies. Ensuring the accessibility to clean water to be 90%. Expanding the public security and health insurance to cover 80% of the population by 2020. • Gender equality and women's development: Aiming to promote gender issue and to strengthen the capacity building for women, so that they can actively participate in the socio-economic development and family. Fighting against all discrimination and violence against women. • Youth Development: Aiming to expand the potential of youth in all ethnic groups by upgrading their knowledge and education, technology and foreign language. Allow them to access all reproductive health training and to fight against all social disorder related to youth and youth development. • Labor and social welfare: Aiming to develop local labor and to adapt them to the change of labor market regionally and globally. Attention will be given to life skill training, knowledge, ability and creativity. Providing a labor training center to meet the demand of the market. • Legal sector: Focus on the quantitative and qualitative training of lawyers and legal staff and the implementation of a strategic plan in the area of equality under the law (Master Plan of Law of Lao PDR) by the year 2020. Aiming for the improvement of the organizational structure of the legal sector, operating procedures and operating rules towards the provision of quick and effective services to the people.
	Environmental protection and natural resource management and sustainable development, land management and development	<ul style="list-style-type: none"> • Making sustainable use of natural resources and land, while minimizing the environmental and social impacts of socio-economic development. • Getting ready to response to the natural disaster and climate change. Reduce the emission of Green House Gasses emission, strengthening the climate change adaptable capability by integrating the climate change and reduction of natural disaster to relevant sectors. • Reducing the risk from the climate change impact (mainly flood and drought) to the agricultural productions. • Improve 2 earthquake warning station and establish 5 additional stations in the north. • Set up 200 water quality monitoring stations nationwide.
3	Enterprise development	<ul style="list-style-type: none"> • Building an environment where all the economic sectors are equal under the law and are able to act in accordance with the market mechanism. • Utilizing Small and Medium enterprise to be a driving mechanism for economic growth.

No	Specific areas (sector)	Direction and target
4	Local development	<ul style="list-style-type: none"> • In the Northern region, the economic development is aiming at having GDP growth rate to be not less than 10%, specially in the field of agriculture, industry and services. • The Central region will be developed into a leading center of economy and services and become the contact point of regional and international integration. The Southern region will be developed in order to become a contact point with the triangle zone of regions and development. The GDP growth rate to be not less than 10.65%. • The Southern region will focus more on processing industry. The region will also increase the portion of labors in the agricultural field. The GDP growth rate will be kept not less than 12.13%. • Focus more on the effective and sustainable development of the special economic zones nationwide.
5	Development of the public sector	<ul style="list-style-type: none"> • Aiming to improve the organization of central and local government institutions in accordance with the policies of simplification and streamlining, as well as the modernization of administrative operations, meaning the establishment of more efficiency and transparency. • Provide human resources development and capacity training for public sector.
6	National defense and security	<ul style="list-style-type: none"> • The full execution of national defense and the maintenance of public order policies by the whole society will be continued.
7	International and regional cooperation	<ul style="list-style-type: none"> • Emphasis will be placed on the implementation of regional and international economic integration policies.
8	Industrialization and modernization	<ul style="list-style-type: none"> • The industrialization and modernization in order to achieve national development and prosperity and the improvement of the people's livelihood will be continued. The sectors to be developed will be selected in order to fill the development gap with other countries. In particular agriculture, hydroelectric power, tourism, manufacturing industry, construction materials are major sectors and other than these the emphasis is placed on human resource development, technology development and their utilization and also infrastructure development and service development.

1-2. Background and Overview of the Grant Aid

Since its founding in 1975 the system of one-party rule by the Lao People's Revolutionary Party has continued in Laos, but in 1986, under the idea of "Chintanakan Mai (New Thinking)," the government embarked on reforms to liberalize the economy called "Rabop mai (New Economic Mechanism)," which had the market economy principle as its pillar. Especially after the accession to the Association of Southeast Asian Nations (ASEAN) in 1997, economic development has been progressing rapidly, but there remain many problems to be solved, such as institution-building and infrastructure development, in order to redress the gap between inside and outside the country.

Against this backdrop, the Japanese government started the Japanese Grant Aid for Human Resource Development Scholarship (JDS) Program in 1999, which as aimed at the "development of young government officials who are expected to engage in the formulation and implementation of social and economic development plans" with respect to developing countries with a demand for human resource development in the fields of development of law, economy and business administration that are essential for the transition to a market economy.

When compared to the challenges it should tackle, Laos in general lacks the personnel, organizational, institutional and financial capabilities and systems at the government organizations and the relevant ministries and agencies that are dealing with development issues. Therefore the improvement of administrative capacity and institution-building are the biggest challenges for any of the aid priority

areas, and great expectations are held for the development of government officers, etc. which will form the core of these efforts.

1-3. Civil Service System in Laos

1-3-1. Administration system and government officials

National government employees in Laos are classified into (1) government employees who are employed or appointed as permanent employees at each of the central and local public sector organizations and diplomatic missions, including the ministries, who are paid a monthly salary and other benefits out of the national budget, (2) government employees related to the military and police who have their own administrative provisions, and (3) government employees working in state-owned enterprises.

The recruitment procedures of public officials are carried out by the ministries and offices that intend to employ the staff at each ministry, province or district. However, the actual recruitment has to be discussed and approved by the top organization. The personnel affairs concerning the level of director and above at the central government organizations are under the jurisdiction of the Central Committee for Organization and Personnel, and the personnel affairs of the level of deputy director and below fall under the jurisdiction of the Ministry of Home Affairs (the former Public Administration and Civil Service Authority at the Government Office).

According to 2013 statistics, the number of central government officers was 172,500 (Source: Vientiane Times dated December 20, 2013).

A government officer is the most popular occupation in Laos partly because of the country's socialistic system. Many people actually have a hard time finding a government job vacancy even if they have passed a public service examination, and wait for a job vacancy for several years by working as volunteer assistants at ministries. Once a vacancy is available, a person on the waiting list can get an official job, but there are many unclear points as to who comes first and what requirements are needed for the job.

After employment, government officers are basically assigned, promoted, and transferred within a ministry. There is almost no transfer of personnel between ministries, provinces, and districts. Promotion is given mainly based on years of service as a government officer, but sometimes based on outstanding performance, etc. However, requirements for government officers' promotion recently include academic degrees, qualifications, and promotional examinations in addition to years of service (Article 66 of 2003 Prime Minister's Ordinance). Academic background is also an important factor, and a master's degree or more is required for Director General of Department—a top post of administrative officers—or equivalent. In current system, those who obtained degrees in the countries, such as Vietnam, China, tend to be advantageous in promotion. This tendency is because the numbers of officer study abroad to Vietnam and China where have similar social economic systems with Laos is high, also many superiors who evaluate their subordinate's promotion studied abroad for these countries and have enough understanding for studying abroad for these countries. It is possibly considered that these trends have no small effect on the number of the application for JDS as well as the promotion of JDS returned fellows.

The main positions at central organization in Laos are as follows¹¹.

- Minister
- Vice Minister
- Director General of Department
- Deputy Director General of Department
- Head or Chief of Division
- Deputy Head or Chief of Division
- Senior Officer

1-3-2. Development and training of human resources

National Academy of Politics and Public Administration (NAPPA) is established as a training organization for government officers in Laos supported by French National School of Administration. In addition to training course, bachelor degree and master's degree are also offered at NAPPA. However, it is placed not only placed as government organization, but also it is under Lao People's Revolutionary Party. Therefore, the programs, such as socialism, party's propaganda and policy, are focused and there are few programs, which lead to enhance the technical knowledge and policy making ability in order to improve the quality and effectiveness of administration.

According to a study on human resources development in Target Organizations conducted as part of the Preparatory Survey, needs for overseas studies and training were recognized by many ministries for further human resources development. In Laos, government officers' positions are maintained and treated as a leave of absence during their studies abroad. There is a system in which officers have to work for two years at their original ministries after returning to Laos from their studies (three years if officers resign from the government job and have a new job at private firms, etc.) because knowledge and skills obtained during overseas studies should be utilized within ministries to reinforce government organizations. Under the personnel system, JDS participants—before leaving for their studies abroad—sign an agreement with the Lao Government to promise that they will go back to original ministries after returning to Laos and work as government officers for at least two years.

Policies, plans, budgets, etc., on overseas studies, however, vary depending on the ministry; some ministries offer almost no opportunity for overseas studies and training while other ministries offer their own programs with support of Ministry of Foreign Affairs, Ministry of Justice, Ministry of Industry and Commerce, and other donors. The survey has confirmed the following: Not many ministries yet have long-term human resources development plans; JDS applicants are not recommended with a strategic vision; and JDS fellows are not fully utilized in a systematic manner.

1-4. Trends of the Japanese Official Development Assistance to Laos and Cooperation/Interaction from the Private Sector

1-4-1. Trends of the Japanese ODA

In accordance with an agreement on economic and technical cooperation concluded between Laos and Japan in 1958 right after Laos was founded as a nation, support has been provided for Laos since 1966 to date through Official Development Assistance (ODA), including technical cooperation for social infrastructure development, agriculture, health and medical care, etc., as well as Japan Overseas Cooperation Volunteers (JOCV) (Laos was the first country to which JOCV was dispatched). According to Japan's ODA White Paper 2014 issued by Ministry of Foreign Affairs (MFA), the total amount of ODA provided from Japan to Laos has exceeded 254 billion yen, and Japan has been a top donor for Laos since 1991 in bilateral assistance.

¹¹ Higher positions from the top. Ministers are assigned by National Diet. Scholars who are targeted by JDS project are ranked under Head or Chief of Division in many cases. However, This shall not apply to the local administrative district and the court.

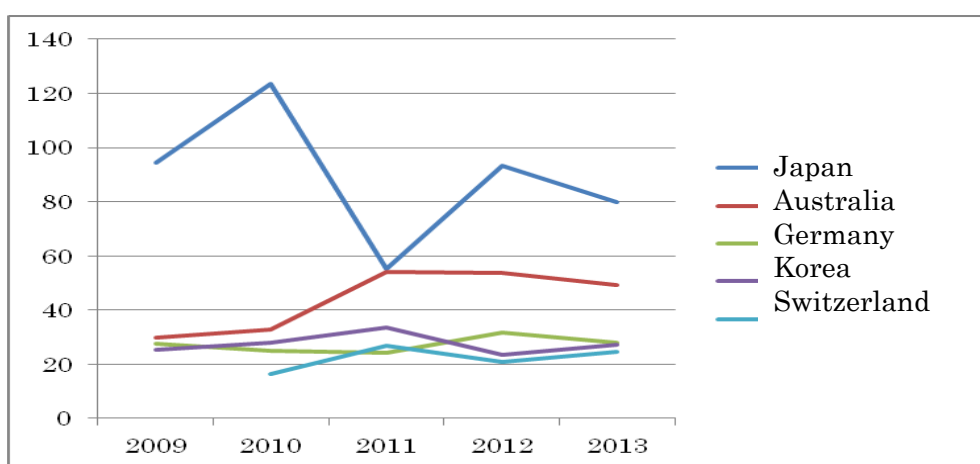


Figure 3 Gross Disbursement of ODA by main donors (Unit: million USD) ¹²

Table 4 Disbursement of Japanese ODA to Laos ¹³

Unit: Million USD

Aid Scheme	2010	2011	2012	2013	2014	Total
Yen Loan	17.71	3.28	-4.73	-2.48	8.73	97.86
Grant Aid	63.55	8.60	42.10	40.33	65.47	1,202.52
Technical Cooperation	40.19	39.64	51.06	38.11	29.13	686.47

Japan's assistance policy for Laos was set in April 2012. The policy has defined "support for making LAOS achieve MDGs and graduate from the status of LDC" as a key principle and set four goals. Assistance is mainly provided for facilitating economic growth especially in consideration of an environment, etc., from the standpoint of reinforcing ASEAN unification and correcting the disparities within the region through the support for Laos to achieve development goals.

¹² Ministry of Foreign Affairs of Japan, "Japan's ODA Data by Country"
<http://www.mofa.go.jp/mofaj/gaiko/oda/files/000142544.pdf>

¹³ Ministry of Foreign Affairs of Japan, "Japan's ODA Data by Country"
<http://www.mofa.go.jp/mofaj/gaiko/oda/files/000142544.pdf>

1) The yearly figures for Loan Aid and Grant Aid are based on the amount of assistance agreed to through exchange of notes during the fiscal year. However, Grant Assistance for Japanese NGOs, Cultural Grassroots and Grassroots Human Security projects within Grand Aid depends on grant contracts (G/C). A yearly figure for Technical Cooperation indicates the amount of fund disbursed from the budget of JICA, relevant ministries and local governments in the fiscal year.
2) The sum of Loan Aid does not include cancelled or rescheduled debt. Debt relief amounts are noted in brackets.
3) The figures for Technical Cooperation up to the fiscal year 2013 indicate the amount of Technical Cooperation carried out by all relevant authorities. Fiscal year 2014 shows the amount of Technical Cooperation implemented by JICA while the amount of Technical Cooperation implemented by JICA is noted in brackets.
4) Accumulated totals may not always add up due to rounding

Table 5 Japan's Economic Cooperation Policy to Laos (April 2012)

Basic Policy	Priority Areas	Target
Supporting for (1)Achieving MDGs by 2015 and (2)Graduating from the LDC index by 2020	Development of Economic and Social Infrastructure	<ul style="list-style-type: none"> •Provide a transportation network •Extend a secure and stable electric power supply •Prepare an environment for enhancing the invest and export •Build an environmentally harmonious and comfortable society
	Agricultural Development and Forest Conservations	<ul style="list-style-type: none"> •Increase productivity with irrigated agriculture and promote the cultivation of commercial crop •sustainable use of forest resources toward forest conservation and livelihood improvement toward poverty reduction.
	Improvement of Educational Environment and Human Resource Development	<ul style="list-style-type: none"> To improve basic educational environment • Assist higher education and technical and vocational education in order to enhance the private economic sector.
	Improvement of Health Care Services	To strength health systems to increase access to health care services with a focus on Maternal, Neonatal and Child Health (MNCH).

Furthermore, in the Seventh Mekong-Japan Summit held in August 2015, Laos and Japan announced an action plan under "New Tokyo Strategy 2015" for developing such infrastructure as roads (including East-West Corridor) and bridges, promoting a hydroelectric project, improving an operating and administrative system for the new construction, as well as developing human resources in the fields of taxation, law, trade, finance, and business for economic and industrial development. Moreover, agenda was raised in the field of health care indicating a necessity of developing specialized human resources and operating appropriate medical care facilities in mountainous and agricultural villages. Importance of multi-level cooperation was also confirmed for encouraging further private investment, including partnership between public and private sectors.¹⁴

1-4-2. Overseas education system in Japan

As of May 2015, the total number of international students in Japan who are financed from national or private budgets is 208,000 and students from the Asia region account for 92.7%¹⁵.

As in the case of the JDS Project, the Japanese Government provides Laos with some programs for administrative officers to study in Japan, including the Japanese Government Scholarship Program for International Students (controlled by Ministry of Education, Culture, Sports, Science and Technology), JICA long-term training project (ASEAN University Network/ Southeast Asia Engineering Education Development Network "AUN/SEED-Net" for master's and doctor's degrees), and other scholarship programs contributed by the Japanese Government for international institutions (IMF and ADB scholarships).

¹⁴ "Mekong-Japan Action Plan for Realizing the New Tokyo Strategy 2015", (2015), Ministry of Foreign Affairs

¹⁵ "Result of an Annual Survey of International Students in Japan 2015", 2015, Japan Student Services Organization (JASSO)

Table 6 Overseas education system in Japan

Implementing Organization	Program	Outline
Ministry of Education, Culture, Sports, Science and Technology (MEXT)	The Japanese Government Scholarship	To promote international cultural exchange between Japan and other countries and to promote mutual friendship, as well as to contribute to human resources development of foreign countries.
Japan Society for the Promotion of Science (JSPS)	JSPS Fellowship Programs for Overseas Researchers	To support the progress of research by individual foreign research fellows, as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.
	RONPAKU (Dissertation PhD) Program	To support outstanding researchers from Asian and African nations in obtaining PhDs from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries.
Ministry of Foreign Affairs (MOFA)	Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP)	To provide middle managers in developing countries with opportunities to study in Master's degree courses in development-related areas in Western countries, Japan, etc. The project has been administered with donations from the Japanese government for longer than 25 years. More than 5,000 people have received the scholarship so far and more than 200 million dollars has been spent by the Japanese government. The project is intended for personnel in both the government and the private sector.
	Japan-IMF Scholarship Program for Asia	This is a scholarship system run in Tokyo by the IMF Regional Office for Asia and the Pacific, based on aid from the Japanese government. The scholarship is offered in order to contribute to the reinforcement of government capabilities in macroeconomic and financial policy planning and implementation, with the aim of training young administration officials in the Asia-Pacific region.
	Asian Development Bank - Japan Scholarship Program (ADB-JSP)	For developing countries who are members of ADB, the program offers opportunities to obtain degrees in development-related fields in 27 designated graduate schools in 10 countries in the Asia-Pacific region. It was established in April 1988, and the Japanese government has spent more than 100 million dollars. More than 2,700 people from 35 countries have received the scholarship. About 300 people receive the scholarship every year.
JICA	Long Term Training Program	A technical cooperation program to accept outstanding young human resources from counterparts to JICA projects in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.
Japan Foundation	Japanese Studies Fellowship Program	In order to promote Japanese Studies overseas, this program provides support to outstanding foreign scholars, researchers, and doctoral candidates in Japanese Studies by providing them with the opportunity to conduct research in Japan. Natural sciences, medicine, or engineering fields are not applicable. Maximum 14 months.

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

The scholarship program was established in fiscal 1954. In fiscal 2015, 11 students have been accepted from Laos in total, among which seven are accepted under the category of “research students” and four are under “YLP”.

Table 7 Overview of Research Student and YLP

	Research Student	Young Leaders Program (YLP)
Purpose	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. Students start from research student for 1-2 years. The duration of scholarship will be extended if the students pass entrance examination of graduate schools to be regular students. Half year will be allocated for preparatory education if students' Japanese proficiency is not enough.	To invite young government officials, etc. that are expected to play an active role as future national leaders in Asian countries to Japan, to create a human 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 improvement of policy formulations functions. 1 year Master's degree course.
Year started	1954	2001
Fields of study	All fields which Japanese graduate schools offer	Public Administration/ Local Governance (GRIPS), Medical Administration (Nagoya University), Business Administration (Hitotsubashi University), Law (Kyushu University)
Language	Japanese or English	English
Slot	N/A	N/A
Main qualifications and requirements	Age: under 35 Work Experience: No special experience is required. (Undergraduate students can apply.)	Age: under 40 (except for business administration course), or under 35 (only for business administration course) Work experience: has 3~5 years of actual work experience in the related field
Selection of Candidates	Recommendation by Japanese embassies and missions abroad, recommendation by universities	Based on recommendations from the recommending institutions of the target country, document screening at Japanese accepting university, and final selection by MEXT YLP Committee

Table 8 Number of MEXT Scholarship students from Laos¹⁶

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	total
Research Student	5	5	5	5	5	6	5	5	6	7	7
YLP	3	4	6	3	5	5	2	2	5	3	4

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

Lao economy has achieved stable growth driven by abundant natural resources, stable political and economic environment, and direct investment primarily in the field of resources development from China, Vietnam, Thailand, and other foreign countries. Investment from Japanese firms is relatively small compared to neighboring countries, but there is a trend among Japanese firms to increase investment mainly in the manufacturing field of Laos as part of a "Thailand plus one" strategy for the purpose of responding to rapid changes in investment environments in China, Thailand, and other neighboring countries, establishing factories that compliment business operations in Thailand, Vietnam, etc., and developing a distribution network with these countries. Development of special economic zones (SEZs) by the Lao Government has also been a help to the trend. The Lao Government has indicated a plan to increase 25 more SEZs by 2020, and manufacturing and service industries are expected to grow mainly in city areas. Accordingly, investment from Japanese firms is also expected to grow¹⁷. (See Table 9)

The Japanese Government also shows an active support in the Country Assistance Policy to Laos to realize market-oriented economy through the development of an investment and trade environment, in which Japanese firms could expand their business to Laos. Even in "Public-Private Dialogue between Laos and Japan" that has been held every year since 2007, Japan suggested to Laos to develop an environment in which Japan can increase investment, and Laos accordingly began to take measures, including establishment of laws relating to integrated stimulation and promotion of investment. During the Mekong-Japan Summit held in July 2015, importance of multi-level cooperation was expressed in relation to formulating "New Tokyo Strategy 2015" for encouraging further private investment, including partnership between public and private sectors, and utilizing power of local regions and private sector.

The JDS Project has also set "development of an environment to increase investment and export" as a development issue since the first phase of the Project for the purpose of improving administrative capability in developing an investment environment and promoting trade and industrial development. Reinforcing administrative capability through the Project continues to be an urgent issue for improving a system for market-oriented economy in Laos. However, despite the importance of developing the system, administrative procedures are often complex and time-consuming in a socialist nation like Laos, which makes it difficult for Japanese firms to enter into the market. Therefore, it is important for Japanese firms to find reliable key partners. For instance, human resources who have experience in Japan could become contact persons.

Based on the situation described above, information was collected in this survey regarding a possibility of collaboration with Japanese industries as well, so that consideration will be made with regard to establishment of a follow-up system that can contribute to reinforcing relationship between Laos and Japan, including support for establishing the aforementioned network of JDS fellows.

According to the website of Ministry of Foreign Affairs (MFA) of Japan, the number of Japanese citizens residing in Laos was 671 in 2014, and according to JETRO, the number of Japanese firms

¹⁶ Based on the hearing from Embassy of Japan in Laos

¹⁷ "Final Report on Information and Survey Regarding ASEAN 2025", 2014, JICA

operating business in Laos was 114 (as of October 2014) (Source: "Survey on Japanese Citizens Residing Overseas (2015 Summary)" issued by MFA). Major articles exported to Japan include coffee, garments, shoes, wood, and precious metal. Export volumes of garments and shoes are increasing in accordance with Japanese firms' move into Laos. On the other hand, major articles imported from Japan are automobiles and general machinery driven by strong demands for motorization and infrastructure development associated with economic growth (Source: "Investment Environment in Laos" issued by Japan Bank for International Cooperation in July 2014).

Table 9 Examples of cooperation and collaboration with private sector¹⁸

Company	Project
Oji Lao Plantation Forest Company Ltd (Joint holding company by Oji Holdings (with share of 72%) and other 13 Japanese firms)	A project began in 2005 for stably securing raw materials and contributing to the environment. A 25,000 hectare of unused land (devastated by slash-and-burn farming, etc.) has been acquired for planting in five provinces in southern Laos for the period of 40 years so that wood chips can be stably supplied. Another system (planting by local farmers) is also planned for a 5,000 hectare of land in which a planting firm supplies seedlings to local residents and purchases wood planted and developed by the residents. A total of 30,000 hectare of land for planting. This project also aims to improve life of local residents through social activities and contribute to preventing global warming by planting trees that absorb CO2.
Lao Tsumura Co., Ltd.	After a joint research with the National Agricultural and Forestry Extension Service (NAFES) of Laos starting in 2005, ingredients of herbal and natural drug products are cultivated. Along with the cultivation area, such infrastructure as roads and irrigation facilities has been developed to support local residents' life. Furthermore, cooperation was provided to build a junior high school building to respond to a request from Lao Ngam District, Saravan Province in which the cultivation land is located. In 2011, as the first public-private collaboration project under the "public-private partnership for accelerating growth" promoted by the government, Japan Mine Action Service (JMAS)*5 removed unexploded ordnances (UXO) at a 200 hectare of the planned site as the first-phase activity under Grant Assistance for Japanese NGO Project.
Aderans Co., Ltd.	Custom-made wigs are manufactured. Outsourcing began in Vientiane to implant hair on custom-made wigs. A local company was established in May 2002, and production began at rental facilities in Savannakhet in September of the same year. Furthermore, the company's own factory was established for manufacturing whole products in late July 2015, employing a total of 1,500 employees or more.
Nissin Corporation	The company owns distribution facilities and vehicles in Laos, providing cross-border transport services using the East-West Economic Corridor (including trucking service between Hanoi and Bangkok). The company aims to contribute to developing the distribution industry and economy of Laos while establishing customer supply chain management.
Cosmetic Production Bureau Co., Ltd.	The company manufactures shampoos for children, bath powders containing small mascots, and characterized toys for major toy and small goods manufacturers in Japan. Manufacturing began in October 2013 at "Savan Park" SEZ in Savannakhet Province in southern Laos.

¹⁸ JICE edit information by using JBIC "Investment climate in Laos" (2014)

1-5. Trend of Other Donor's Aid

According to Ministry of Education and Sports of Laos, 3,497 participants (including 921 government officials) benefit from scholarships offered by 29 countries in FY2014.

PhD	Master	Bachelor	Diploma	Language training	Others
89	921	1,230	610	554	93

Australia, China, Vietnam, Thailand, and South Korea are major donors that provide scholarship programs similar to JDS targeting administrative officers. Vietnam accepts the largest number of scholarship participants—481 participants per year—followed by Thailand accepting 194 participants per year and China accepting 130 participants per year.

Australia Awards Scholarships offered by the Australian Government provides preliminary English training, and the amount provided by the Scholarships is higher than that provided by JDS. The Australia Awards Scholarships also provides a one-year master's course requiring no graduation thesis, which makes it popular in Laos and other Asian countries. A survey on the recent status of scholarship programs offered by other donors indicated that the Australian Government's scholarship program targeting administrative officers has accepted 25 participants per year up to FY2015, but 15 participants per year from FY2016 onwards.

Table 10 Scholarship Programs for Master Degrees and Ph.D. by Other Donors¹⁹

Program/Project	Provider	Outline
Australia Awards Scholarship (AAS)	Australia	<ul style="list-style-type: none"> ① Summary: Scholarships are offered to meet long-term development needs of recipient countries. ② Targets: General public offering, Recommendation of the government, Public offering within the government ③ Qualifications :No age restrictions. At least two years work experience. ④ Acquirable Degrees: Master's degree, Ph.D. ⑤ Fields of Study: Governance, public policies, international development, living assistance, education, etc. ⑥ The Number of Slot: Approximately 40 ⑦ (70% for Master's degree and 30% for Ph.D.) ⑧ Other remarks: Part time work is permitted during summer holidays.
Chinese Government Scholarship Program	China	<ul style="list-style-type: none"> ① Summary: Development of personnel who are able to contribute to the development of Laos in fields of Economics, public policies, agriculture, transportation. ② Targets: Ministry officials in target fields ③ Qualifications: Recommendation by ministries ④ Acquirable Degrees: Master's degree, Ph.D. ⑤ Fields of Study: Economics, public policies, agriculture and transportation
KOICA Scholarship Program	Korea	<ul style="list-style-type: none"> ① Summary: Study at universities in Korean ② Targets: Civil servant of Laos (Target is not only Gazetted officers) ③ Qualifications: Civil servants ④ Acquirable Degrees: Master's degree ⑤ Fields of Study: Open (Fields are decided annually by KOICA) ⑥ The Number of Slot: Indefinite, approximately 20 fellows per year

¹⁹ Created based on the hearing investigations to donors. The number of slot is either an annual record or future plan.

Table 11 Main scholarship programs used in target organizations

Organization	Scholarship Programs
National Assembly	(1) Vietnamese Government Scholarship (2) Chinese Government Scholarship (3) Japanese Government Scholarship (JDS)
Government Office	(1) New Zealand Government Scholarship (2) Korean Government Scholarship (3) Vietnamese Government Scholarship
National Academy of Politics and Public Administration	(1) Vietnamese Government Scholarship (2) Chinese Government Scholarship (3) Japanese Government Scholarship (JDS)
Ministry of Justice	(1) Japanese Government Scholarship (MEXT) (2) Japanese Government Scholarship (JDS) (3) Australian Government Scholarship
Ministry of Public Work and Transport	(1) Vietnamese Government Scholarship (2) Thai Government Scholarship (3) Japanese Government Scholarship (JDS)
Ministry of Natural Resources and Environment	(1) Vietnamese Government Scholarship (2) Thai Government Scholarship (3) Australian Government Scholarship
Bank of the Lao PDR	(1) Korean Government Scholarship (2) Australia Government Scholarship (3) New Zealand Government Scholarship
Ministry of Home Affairs	(1) Japanese Government Scholarship (YLP) (2) Japanese Government Scholarship (JDS) (3) Thai Government Scholarship
Ministry of Energy and Mine	(1) Vietnamese Government Scholarship (2) Japanese Government Scholarship (JDS) (3) Australian Government Scholarship
The office of the Supreme People's Prosecutor	(1) Japanese Government Scholarship (JDS) (2) Japanese Government Scholarship (YLP) (3) Vietnamese Government Scholarship
Central Committee for organization and Personnel	(1) Japanese Government Scholarship (JDS) (2) Vietnamese Government Scholarship (YLP) (3) Chinese Government Scholarship
Ministry of Planning and Investment	(1) Japanese Government Scholarship (JDS) (2) Australian Government Scholarship (3) Vietnamese Government Scholarship
Vientiane Capital	(1) Vietnamese Government Scholarship (2) Chinese Government Scholarship (3) Japanese Government Scholarship (JDS)
Ministry of Finance	(1) Vietnamese Government Scholarship (2) Japanese Government Scholarship (JDS) (3) Thai Government Scholarship
Ministry of Science and Technology	(1) Chinese Government Scholarship (2) Vietnamese Government Scholarship (3) Japanese Government Scholarship (JDS)
Ministry of Education and Sports	(1) Thai Government Scholarship (2) Vietnamese Government Scholarship (3) Australian Government Scholarship
Ministry of Health	(1) Japanese Government Scholarship (JDS) (2) Korean Government Scholarship (3) Thai Government Scholarship
Lao Supreme Court	(1) Japanese Government Scholarship (JDS) (2) Japanese Government Scholarship (YLP) (3) Vietnamese Government Scholarship
Ministry of Industry and Commerce	(1) Vietnamese Government Scholarship (2) Chinese Government Scholarship (3) Japanese Government Scholarship (JDS)
Ministry of Agriculture and Forestry	(1) Vietnamese Government Scholarship (2) Australian Government Scholarship (3) Thai Government Scholarship
Ministry of Foreign Affairs	(1) Japanese Government Scholarship (JDS) (2) Australian Government Scholarship (3) New Zealand Government Scholarship

Australia Awards Scholarship (AAS)

AAS began in 1963, but the Australian Government has provided scholarships to Laos in various ways for more than 50 years. Over 529 participants (including 244 government officials) have sent to Australia for their studies during FY2005-FY2015, contributing to development of the country.

PhD	Master	Bachelor	Diploma	Language training	Others
38	268	143	78	1	1

AAS mainly offers a master's course program giving priority to the fields of education, human resources development, trade, and private investment, and targets people engaging in the public sector (central and local governments, public colleges/ hospitals/ schools, and state-owned firms) and the private sector (private firms and organizations, NGOs, private health care and educational organizations, and international organizations' representative offices).

Australian universities generally require IELTS 6.5 for enrollment, but AAS provides up to 12-month free English training to candidates who do not have sufficient English ability. The average score of IELTS is around 5.5 before the training, but expected to increase to 6.5 during the training period. The preliminary English training is entrusted to a local English school called Vientiane College. Other requirements for application include three-year work experience after employment in a ministry (including an unpaid training period).

AAS places emphasis on recruitment activities. Advertisements are placed in newspapers, social networking service (SNS), and other media, and recruitment activities are proactively conducted in local areas as well. Furthermore, an alumni network strategy is developed to build connection and promote exchanges between alumni. Beneficiaries from the alumni activities include not only alumni themselves but also the Lao Government, Australian Government, organizations to which the alumni belong, industries, and universities.

As stated above, AAS takes a pioneering approach in Laos, and is welcomed by central ministries in Laos as well. However, the maximum number of participants to be accepted by AAS has been reduced from 50 to 30 for 2016 because of the budget reduction.

1-6. Situation and Needs for Human Resource Development in 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. In Laos, target organizations were set as candidate ministries of each field to consider allocation of slots, since the candidates are to be nominated by each ministry. Regarding Target Organizations, the survey team collected information about functions of each organization at the present time. Based on such information, administrative institutions, which are deeply associated with each Sub-Program/ Component and which can be expected to contribute directly to resolution of such issues, were selected as Target Organizations.

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 November 2015 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 organizations, issues, needs of human resource development
- ② Availability of potential candidates (e.g., number of permanent employees, number of employees who meet age requirements)
- ③ Needs for Ph.D. course
- ④ Opportunity of Training/ Scholarships by Other Donors
- ⑤ Comments and Requests for the JDS Project

(c) Organizations Surveyed

The Supplementary Survey was conducted targeting 22 Target Organizations with questionnaires and by individual visit. Among those, all organizations responded to the questionnaires and the results of hearing were obtained from 11 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, the permanent officers within Target Organization of JDS aged between 20 and 40, account for 74% or more of the total number.

As for the proportion of administration officials working in target institutions with Master's degrees²⁰, about 18% of the staff members in the institutions, which answered the questionnaire had Master's degrees. The percentage of officers who have good command of English was approximately 70% at Ministry of Foreign Affairs and Bank of the Lao PDR, but the percentage was less than 10% at following Ministries, such as Ministry of Energy and Mine, Ministry of Public Work and Transport, Ministry of Justice, Lao Court, National Assembly, Office of the Supreme People's Prosecutor.

- ③ Request for Ph.D. programs

Concerning the introduction of Ph.D. programs, almost all of the ministries and agencies, which properly replied to the survey answered that there is a need for Ph.D. programs. As a background of this trend is to be considered that obtaining a Ph.D. degree is becoming advantage for promotion in the Ministry. Busier ministries showed concerns about dispatching staff to Japan for

²⁰ Conducted a survey regardless of the place where obtained a degree (internal or external of the country)

the long term. However, many people at ministries, where this survey was conducted this time, stated that while there was an increase in scholarship programs by donor nations in recent years, one of the demerits of the JDS project is that it only covers up to the master's program level, so the introduction of a doctoral program would be welcomed, and they expected good results from it.

④ Opportunity of Training/ Scholarships by Other Donors

With respect to availability of training and scholarship programs provided by other donors, governmental organizations have different opportunities as described in “1-4. Trend of Other Donor’s Aid.” However, the Target Organizations are all interested in capacity development of their officers and understand its importance, and it was confirmed that there were high needs for human resource development. Scholarships are provided from countries, such as Australia, China, Vietnam, Thailand, South Korea and the United States. Countries like Australia offer scholarships not just to public servants but to private-sector individuals as well, and while the highly competitive nature of these scholarships is a bottleneck, the ability to learn English is appealing, making them popular. On the other hand, it is said that countries such as China, Vietnam, and Thailand have similar social systems, and regionally they are familiar and reassuring with reduced language issues, and are easier to travel to. China and Vietnam in particular accept a lot of undergraduate students, and many of them go onto a graduate school.

⑤ Comments and Requests for the JDS Project

There was a strong demand from steering committee members for the addition of precise government agencies as target agencies that would play the role of solving problems in order to link the program to more effective economic development in Laos. For Component "2-2 Economic Policy on Investment/Export", it was proposed that this be the Special Economic Zone Committee of the Government Office, while for Component "3-1 Agriculture and Rural Development," it was proposed that the Rural Development and Poverty Eradication Committee of the Government Office be added as the target agencies. When the relevant agencies were visited in this survey, it was confirmed that both committees amply matched in terms of the roles and mandates of the organization, number of potential candidates, utilization on returning home, and other areas. In addition, both agencies showed passion and expectation towards sending staff as international students to this project. However, as the listing as target agencies are not unified to the ministry or agency name, "Government Office (Prime Minister's Office)" will be added as the target agency for both components.

Note that while the capital Vientiane has been a target since the first phase, there has not been a single application. When the relevant organizations were visited in this survey, it was found that they expressed a wish for practical training on a shorter term than the master's program as there were issues with English ability. At the capital Vientiane, several JICA project related to urban infrastructure development. In future, it would be better if specialists from the JICA project could encourage applications by resourceful staff engaging in those project.

Chapter 2 Contents of the JDS Project

2-1. Overview of JDS Project

As stated in Section 1-1-2, JDS project is the project for acceptance of international students by grant aid and was launched in fiscal 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries.

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

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

For Laos, Based on a field survey conducted in January 2016, a new framework of the JDS project was established as shown in Table 12.

Table 12 Framework for Laos JDS under the New System

Sub-Program (Target priority area)	Component (Development issue)	Expected Target Organization (Expected Ministries for Slot Allocation)
1. Improving Administrative Ability and Institution Building	1-1 Enhancement of Public Administration and Improvement of Legal System	Government Office Ministry of Foreign Affairs, Ministry of Home Affairs Ministry of Planning and Investment Central Committee for Organization and Personnel National Academy of Politics and Public Administration Ministry of Justice People's Supreme Court Office of the Public Prosecutor National Assembly
	1-2 Enhancement of Public Finance	Ministry of Finance Ministry of Planning and Investment Bank of Lao P.D.R.
2. Building a Strong Base for Sustained Economic Growth	2-1 Improvement of Economic Infrastructure	Ministry of Planning and Investment Ministry of Energy and Mines Ministry of Public Works and Transport Ministry of National Resources and Environment Vientiane Capital
	2-2 Economic Policy on Investment / Export Promotion	Government Office Ministry of Planning and Investment Ministry of Foreign Affairs Ministry of Finance Ministry of Industry and Commerce Ministry of Information, Culture and Tourism
3. Sustainable Agriculture and Rural Development as well as Natural Environment Conservation	3-1 Agriculture and Rural Development	Government Office Ministry of Agriculture and Forestry Ministry of Industry and Commerce
	3-2 Natural Environment Conservation	Ministry of National Resources and Environment Ministry of Agriculture and Forestry Ministry of Energy and Mines
4. Improvement of Educational Policy		Ministry of Education and Sports
5. Improvement of Health Policy		Ministry of Health

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

(1) Operating Committee

At the meeting of the Preparatory Survey, Ministry of Education and Sports was chosen to chair the Committee, based on the fact that the Ministry had been playing key role on implementing international student programs, including 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. It was also agreed that the Operating Committee consists of Laos members (Ministry of Education and Sports, Ministry of Planning and Investment, Ministry of Foreign Affairs, Central Committee for Organization and Personnel, Ministry of Home Affairs), and Japanese members (Embassy of Japan in Laos and JICA Laos Office).

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 Preparatory Survey:
- To set the priority areas (Sub-Programs) and development issues (Components) based on the national development plan of Laos, Japan's economic cooperation policy for Laos and other policies.
 - To formulate the Basic Plan for the Sub-Programs through the discussion among Target Organizations and Accepting Universities.
- (b) To select JDS fellows 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 utilization of JDS returned fellows and following them up:
- To consider how to utilize the JDS returned fellows effectively and follow them up to make full use of the program.
 - To review other matters related to the management and implementation of this project

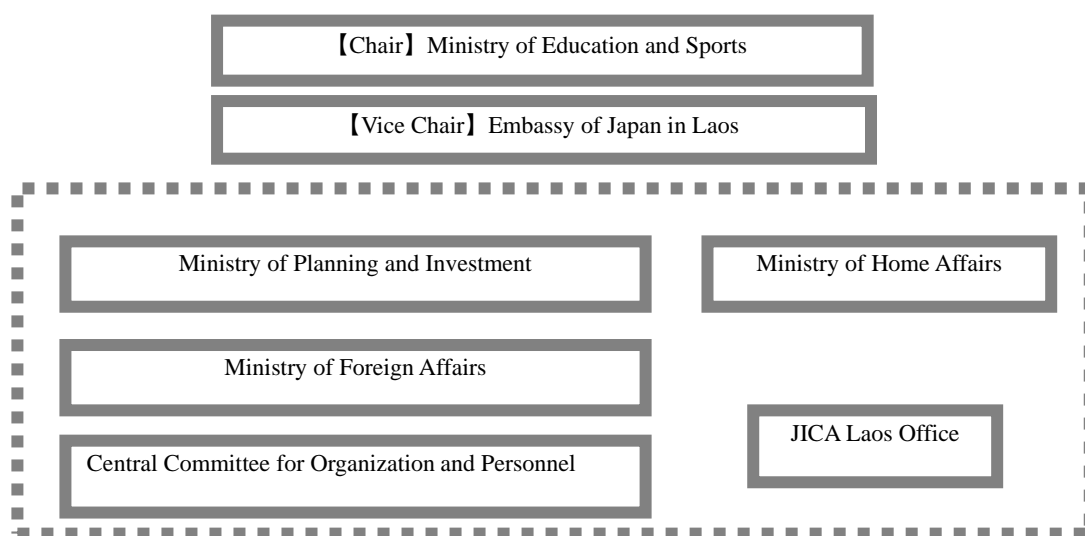


Figure 4 Formation of Laos JDS Operating Committee

(2) Accepting Universities

In the JDS new system, Accepting Universities are expected to participate in the Preparatory Survey as partners for implementing the project from a professional perspective, and play a role in achieving goals of the project through implementing Special Programs, which will be described later. Therefore, selected Accepting Universities will be basically fixed for the following 4 batches, and are expected to tackle the development issues continuously and systematically.

(a) Determination of Accepting Universities

Accepting Universities were determined for the next four batches, six years duration after 2016 JDS fellows arrival. For determining Accepting Universities, prior to the Preparatory Survey, JICA presented assumed Target Areas and Development Issues of JDS project in Laos to universities that have accepted JDS fellows in the past and those who wish to newly accept, and invited the universities to submit proposals on the countries/issues from which they wish to accept fellows. As a result, proposal were submitted from 23 universities or 46 graduate schools.

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

After that, in the Preparatory Survey, the survey team presented the proposals (short list) of the universities in each Component to the government of Laos and the Accepting Universities were finally agreed after discussion between the survey team and the Operating Committee (see Table 13).

In the JDS new system, the various components and the accepting Japanese universities basically remain unchanged for four years. However, in order to react promptly to changes in human development needs depending on the trends and situation in Laos, if there are special reasons, it has become possible to make changes just for one or more batches after the Operating Committee has thoroughly confirmed the necessity for such changes.

Table 13 Accepting University (JDS Laos)

Sub-program	Component	Accepting University	
1.Improving Administrative Ability and Institution Building	1-1 Enhancement of Public Administration and Improvement of Legal System	International University of Japan	GS of International Relations
		Kobe University	GS of International Cooperation Studies
	1-2 Enhancement of Public Finance	Yamaguchi University	GS of Economics
2. Building a Strong Base for Sustained Economic Growth	2-1 Improvement of Economic Infrastructure	Hiroshima University	GS of Engineering/International Cooperation
	2-2 Economic Policy on Investment / Export Promotion	Ritsumeikan University	GS of International Relations
3. Sustainable Agriculture and Rural Development as well as Natural Environment Conservation	3-1 Agriculture and Rural Development	Kyushu University	GS of Bioresource and Bioenvironmental Sciences
	3-2 Natural Environment Conservation	University of Tsukuba	GS of Life and environmental Sciences
4. Improvement of Educational Policy		Hiroshima University	GS of International Cooperation
5. Improvement of Health Policy		Nagasaki University	GS of Tropical Medicine and Global Health

(b) Discussion and Exchange Views with Government of Laos

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. For this reason, opinions were exchanged between related parties in Laos such as the Operating Committee and Target Organizations and professors of Accepting Universities who were dispatched to Laos to conduct interviews for candidates in the selection of JDS fellows. 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 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 Program²¹) 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 fellows for four straight batches 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 fellows and Support for Utilization after Return to the Country

In the new system of the JDS project where universities accept the JDS fellows under the same Sub-Program/Component from the target country for four batches, Accepting Universities are expected not only to guide/teach the fellows 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 fellows 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 fellows or the Target Organization to establish the network with Japanese and foreign researchers and/or organizations that contributes for future activities.

Among universities selected as accepting university from Laos has prior and after activities record, been already carrying out follow-up activities, such as conduct a co-research with returned fellows by contacting regularly/irregularly through own alumni network

2-1-2. Basic Plan for 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

²¹ In addition to university program (e.g. lectures, advice at research department), activities arranged by Accepting Universities for JDS Fellows. The program is arranged in light of needs of targeted country, development issues and JDS Fellow's situation.

consistency with Laos national development plan, Japan's economic cooperation policy, and ongoing JICA's projects. Based on the Supplementary Survey of Target Organizations in the Preparatory Survey and proposals submitted from those Accepting Universities, the Basic Plan for two Sub-Programs and five Components were respectively drafted (see Appendix 6).

In the Basic Plan for the Sub-Programs, a four-batch program (four batches included), which consists of the Target Organizations to nominate JDS candidates, Japanese Accepting Universities, the number of JDS fellows 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 fellows for four 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 tackle the issues in each Sub-Program/Component of Laos exclusively and promote the development of the relationship with organizations of the government of Laos. The Basic Plan for the Sub-Programs will be finalized at the 1st JDS Operating Committee in FY 2016-2017, in the Preparatory Survey will be the guideline for Accepting Universities to educate/guide JDS fellows for the next four batches and will be the base for the program evaluation.

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 Plan of Laos)
- (3) Japan's ODA Policy and Achievement (including the JDS project)

2. Cooperation Framework

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

After consultation with the Coordinating Committee, "Qualifications and Requirements of JDS Applicants" described in the above-mentioned Basic Plan for the Sub-Programs were set as shown below. However, it will be confirmed and decided at the Operating Committee every year.

Qualifications

- 1) Nationality: Citizens of Laos
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch
- 3) Work Experience:
 - Currently employed in the Target Organizations as permanent staff engaged in development/implementation of institutions, policymaking
 - Has at least two years of professional work experience in developing/implementing of institutions, policymaking
- 4) Others
 - Those who are not currently serving in the armed forces
 - Understand the project's aims correctly and has clear motivation to contribute home countries' development after complete the course
 - Has not been awarded/currently not awarded/scheduled to receive the foreign scholarships for Master's or higher degrees.
 - Must be in good health, both mentally and physically
 - Has a good command of both written and spoken English at graduate school level

It was confirmed that those Sub-Programs and Components are associated with Laos development issues and the economic cooperation policy of Japanese government (see “3-1 JDS Project and Development Issues, and Conformity with the economic cooperation policy” for details), and these were officially agreed as priority areas/issues to be tackled on the JDS project during the discussion on the field survey conducted in January 2016 (see Appendix 4 for details).

2-1-3. Studying the introduction of preliminary English training

In "1-1-2. Current situation and issues for the JDS project," one of the issues that the Laos JDS project has faced is that it has been noted that Laotian international students have lower basic linguistic abilities than JDS students from other countries. Also, they lack basic education in areas such as English and mathematics in particular, as well as the academic attainments and basic knowledge needed to research or write papers, and this is of major concern when it comes to obtaining a master's degree.

When the existence of any potential candidates in target agencies was examined in this preparatory survey, it was found again that in fact the gap in the ratios of staff with English skills in each ministry was quite large, with the Ministry of Foreign Affairs and the Bank of the Lao PDR being relatively high, while other ministries being limited. In addition, it was found that some ministries provided their own English training or used the assistance of volunteers from overseas to train staff in English, but this sort of English training was limited to general English conversation, and insufficient as preparation to study at graduate school abroad.

A number of accepting universities have established supplemental lectures for English or mathematics prior to arrival in Japan as special programs. However, as common, shared basic knowledge supplementation and reinforcement are required for all JDS students, discussions will be held with the Laotian government to study providing about a hundred hours of English training in order for students to learn the basic knowledge and skills needed for English academic writing, rather than simply focusing on improving their general English and English conversation abilities before arrival in Japan.

However, there was a comment that it is difficult to properly create a curriculum covers the above contents at Lao government side. Therefore, it is agreed that Japanese side would actively involve in a steps, such as making a curriculums, and develop a new English program utilizing private language school on Laos this time.

2-1-4. Considerations regarding acceptance into the PhD program

As a part of the preparatory survey, a survey was conducted to explore the possibility of supplementing the PhD program. The following objectives and points about the basic policy were taken into consideration in conducting the survey:

① Objectives

The objective of establishing a Ph.D. program in the JDS project is to develop human resources who are capable of decision-making and policy judgments on development issues in the target countries in a broader perspective, based on highly advanced knowledge and research ability; these human resources will also be able to take the initiative in international discussions as a representative of their country, and to exercise influence domestically and internationally, based on a global perspective and the person-to-person networks they build.

An additional purpose is to develop truly pro-Japan leaders in the target countries by establishing a deeper relationship with Japan through consistent study in the Master's and PhD programs.

② Basic policy

- 1) As a rule, eligible persons are JDS Returned Fellows (who have obtained a Master's degree) aged 40 or under (as of April 1 of the admission year).
- 2) As a rule, they have returned to their country after finishing the Master's program and have worked for a certain period of time (to contribute to their workplace or to prepare for research) before studying in Japan again.
- 3) The maximum length of study is three years. As a rule, admission is in the spring of Term 2 of the four-year national debt. (Refer to Fig. 5 below.)
- 4) The target countries are limited by closely examining relevant needs by means of the cooperative preparatory survey.
- 5) The number of JDS participants in the Ph.D. program will be increased by approximately 10% of the maximum initially assumed total number.
- 6) No target number is set for the PhD program. Participants will be selected only when there are appropriate candidates.
- 7) As a rule, they will study at the universities, etc. or in the courses, etc. from which they obtained their Master's degree.

③ Acceptance

The support period is three years at the maximum. It is recommended that participants stay in Japan for two years and return to their country in the third year (the last year) to write their dissertation.

④ Recruitment/selection method

- 1) Applicants for the Ph.D. program are recruited and selected separately from those for the Master's program, and determined by the JDS Operating Committee.
- 2) Applicants must obtain approval from the accepting university (together with the necessary documents, including the guidance plan and letters of reference) in advance, and submit a set of application documents (including references from the organizations they belong to), accompanied by their research plan.

In selection steps, a quality to be a top leader of Laos in the future will be evaluated by the JDS Operating Committee. Also, Accepting University's adequate involvement would be required as it is necessary to evaluate a research plan carefully. At the same time, it should be devised way to select appropriate candidates, such as to seek advice from pro-Japan human resources who are playing active roles in Laos.

⑤ Remuneration

The amount of the scholarship while staying in Japan is equivalent to that for government-sponsored students enrolled in the PhD program.

In a field survey conducted in January 2016, the survey team explained to the Lao stakeholders that the launch of the Ph.D. program will be determined once the needs for the Ph.D. program at each government organization have been confirmed by the full survey, which the Lao stakeholders welcomed with a great anticipation. It was also explained that a maximum of four participants in the Ph.D. program, which is approximately 10% of the maximum intake for the Master's program (44 persons per year), are annually accepted in a separate slot from the Master's program, which the Lao stakeholders agreed with. In the briefing, the Lao stakeholders expressed to the Japanese stakeholders their desire to discuss the possibility of expanding the current criteria for eligibility, which is limited to JDS Returned Fellow, to include others. It was confirmed that the Operating Committee will continue to discuss the application/selection process, which needs further clarification.

Hearings were conducted using a questionnaire in order to ascertain the needs for the Ph.D. program at each target organization. According to the survey, all of the respondent organizations have needs for the Ph.D. program. Some organizations require the condition that applicants for the Ph.D. program shall return to their original organization on their return. Many organizations wished for a study period of five continuous years (combining the Master's and Ph.D. programs).

During local interviews, the target ministries offered the following opinions: "If it is possible to study overseas in doctoral programs in the future, this would help to motivate JDS students," "Considering the age limitation on the JDS project master's program, the limitation for the doctoral program should be lifted to at least 40," "Getting the degree with two years in Japan and a year in Laos is fine, but it is not possible to both work and study while in Laos. Students need to be treated as being on leave so that they can concentrate on their studies," "Obtaining a doctorate itself will not influence promotion, but it will be a big advantage, which is why we need a doctoral program," "We would like more people to be eligible in future."

2-2. Four-Year Project Scale Design

As for master's course, the accepting number (proposal for four batches) in each Sub-Program/Component was decided through the survey as shown in Appendix 5. In above survey, the maximum number of JDS fellows (20 fellows per year) in each year of the four batches from fiscal year 2017 onwards, the maximum number of acceptable fellows by Accepting Universities proposed on their proposals, and the most appropriate program to solve the issues of each Component were considered.

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

As for Ph.D. course, as a precondition, the maximum number of JDS fellows (two fellows/year) in each year of the four batches from fiscal year 2017 onwards, each fellow finishes the course in three year. Besides, it is estimated with cutting down some part of the duties on the assumption that the efforts of Japanese side is less than for a master's course

2-3. Obligations of Recipient Country

During the period of recruitment and selection of JDS fellows, Ministry of Education and Sports takes a main role in planning, implementation, management and supervision of the JDS project as the Operating Committee Chair. Also, cooperate in encouraging applications through promoting the distribution of application documents, and encourage cooperation with the JDS project from target agencies set for each subprogram. It will do this while coordinating and implementing discussions between accepting universities and target organizations towards formulating a basic plan for sub-programs.

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

After the JDS fellows return to the country, taking into consideration that main objectives of the JDS project include contribution of the JDS returned fellows to the solution to development issues of the country as well as the development of the human network, the government of Laos shall hold a Reporting Seminar after the JDS fellows 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.

In addition, if preliminary English training is brought in as discussed in "2-1-3. Studying the introduction of preliminary English training," the Laotian government has been requested to study paying these costs in order to get them to make their own independent efforts. The Laotian government has been able to get budget allocations for encouraging study abroad in recent years, so there is the chance of them supporting it, but coordination is required for setting requirements and definitions. On the other hand, young Laotian adults, especially public servants, tend to be willing to invest in their own self-improvement. There was also the opinion that measures were needed to give JDS students a higher awareness of the need to study hard and create results by making them foot some of the bill. The amount that they could pay themselves and other aspects need to be studied.

Note that when the ministry, which is the implementing agency, was asked for provision of an office room for the JDS office, it was continued to be provided free of charge.

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 2016 onwards as the result of the Preparatory Survey, the project will presumably be implemented for the next four batches according to the schedule shown in Figure 5 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 Laos. The Agent will conclude a contract with the government of Laos to implement JDS project on behalf of the government.

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Preparatory Survey								
1st Batch (MA)		Recruitment/ Selection	Come to Japan		Return Home			
2nd Batch (MA)			Recruitment/ Selection	Come to Japan		Return Home		
3rd Batch (MA)				Recruitment/ Selection	Come to Japan		Return Home	
4th Batch (MA)					Recruitment/ Selection	Come to Japan		Return Home
1st Batch (PhD)		Recruitment/ Selection	Come to Japan		Return Home			
2nd Batch (PhD)			Recruitment/ Selection	Come to Japan		Return Home		
3rd Batch (PhD)				Recruitment/ Selection	Come to Japan		Return Home	
4th Batch (PhD)					Recruitment/ Selection	Come to Japan		Return Home

Figure 5 Implementation Process

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

2-5. Follow-ups of the Project

In order to develop the young administrators who will play key roles into future core personnel for Laos, following them up after their return is as important as their studies during their time in Japan. In

Laos, there are regulations for returning to work after studying abroad for public servants, specifying four years at the target agency and the accepting university. This is a new method for solving specific problems efficiently that creates a synergistic effect, making it easy to express the results of studying abroad once students return home. However, in Laos there are now 293 former JDS students who have returned home, and while there is eager anticipation for the formation of an inter-ministry network, there has been no systematic follow-up.

The JAOL (Japan Alumni of Laos) serves as the alumni association for JDS students in Laos, and includes a JDS student group. The JAOL is an organization under the auspices of the Laos-Japan Friendship Association and has some 450 former Laotian international students who spent at least six months in Japan registered with it. There are four vice-chairmen under the chairman, of which one is a former JDS student. The JAOL receives part of its operating expenses from the Embassy of Japan and the Japan Foundation, and also receives funds from private businesses in both Japan and Laos. It holds Japanese speech contests, sports meets, group cleaning events, homestays, and coordinates a range of scholarship programs. In the Laotian political and social system, it can be hard to form a society voluntarily, so it would be better to make use of the JAOL.

However, some accepting universities are establishing their own alumni associations to strengthen their networks with Returned Fellows.

Chapter 3 Evaluation of the JDS Project and Recommendations

3-1. JDS Project and Development Issues, and Conformity with the Country Assistance Policy

(1) Outline

As stated previously, a field survey was conducted in January 2016 to bolster the Preparatory Survey in order to clarify the positioning of the JDS project in line with the development issues faced by the target country, the country assistance policy for Laos and JICA programs, to identify the needs of the target country through the survey and to improve matching the needs with Accepting Universities that are capable of offering educational programs that satisfy those needs. In view of this purpose and background, the validity of JDS will be verified in terms of its conformity with the (1) priority development issues in Laos and the (2) Japan's Economic Cooperation policy for Laos.

(2) Conformity with Priority Development Issues in Laos

The consistency with the Eighth National Socio-Economic Development Plan (Final Draft) (2016–2020)²² made by Lao Government are as following.

When the field survey was carried out, the target areas were set in order to deal with the priority issues in Laos with reference to the Japanese Country Economic assistance policy for Laos. As a result, it is confirmed that all the Sub-Programs are in line with priority areas in the above policy.

²² Source of Information: Prepared based on “The Eighth Five-year National Socio-Economic Plan (2016–2020), Ministry of Planning and Investment of the Lao P.D.R, April, 2016 (Final Draft).

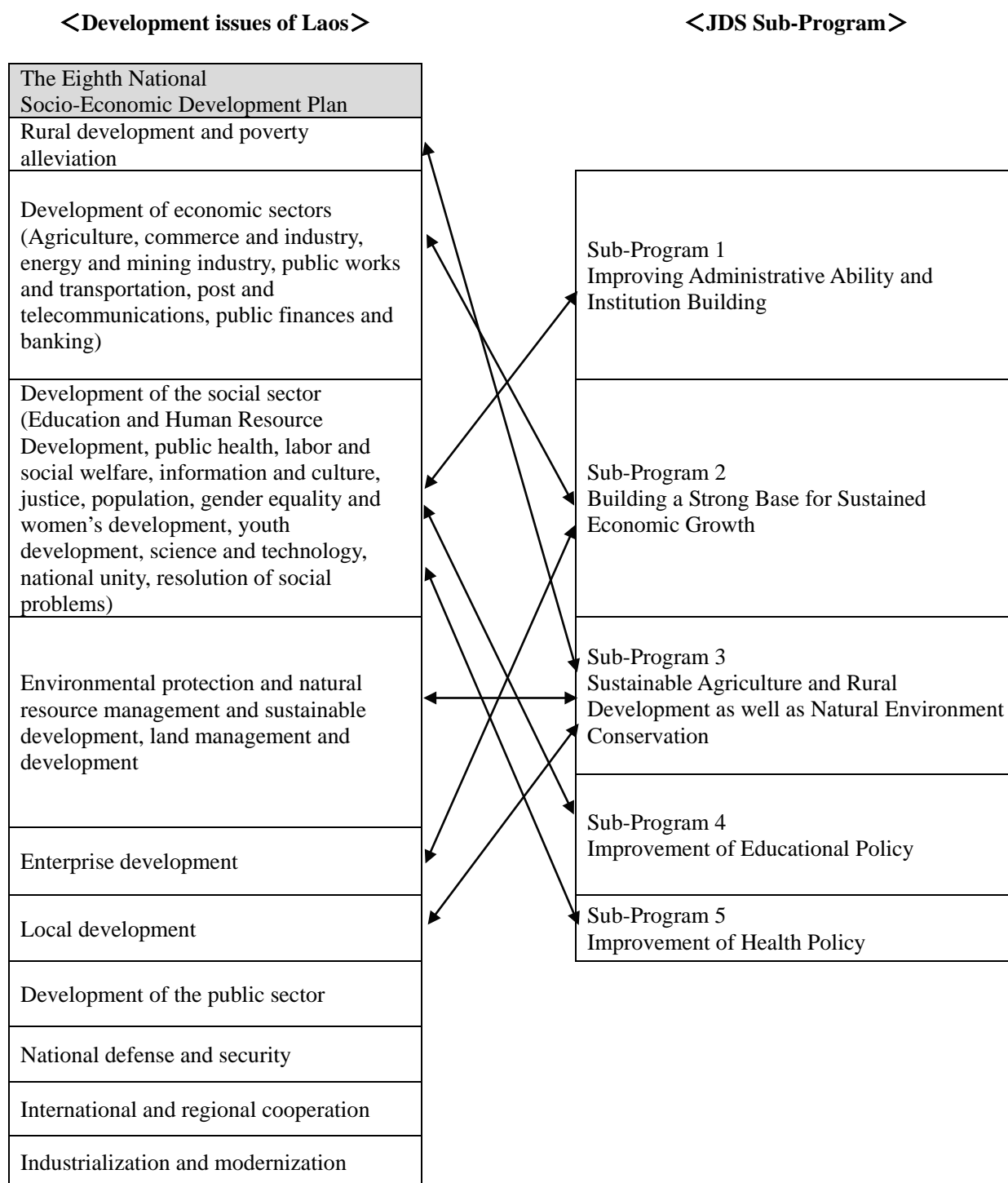


Figure 6 The Relation of the JDS Project to the National Comprehensive Development Plan

(3) Conformity with Japanese Economic Cooperation Policy to Laos

In the Economic Cooperation Policy for Laos (Formulate by the Ministry of Foreign Affairs in April 2012), sub-programs were established to comprehensively expand support, building on the Seventh National Social Economic Five-Year Development Plan and incorporating priority issues, to emphasize the following fields.

In particular, "improvement of administrative skills and construction of systems" is important across

all fields. In addition, in order to encourage the sustainable growth of the Laotian economy into the future, it is preferable to attract foreign capital and further expand special economic zones, to produce hydroelectric power stably, to promote exports, and to prepare an infrastructure that can offer a stable source of income for agriculture. For that reason, it is necessary to set up sub-programs, research themes, and target agencies that can foster personnel well-versed in economic and agricultural policies, in addition to initiatives for improving administrative skills in general.

The Sub-programs established for the JDS project are set in line with the relevant target priority areas and is designed as a human resources development program contributing to each target priority area (See figure 7).

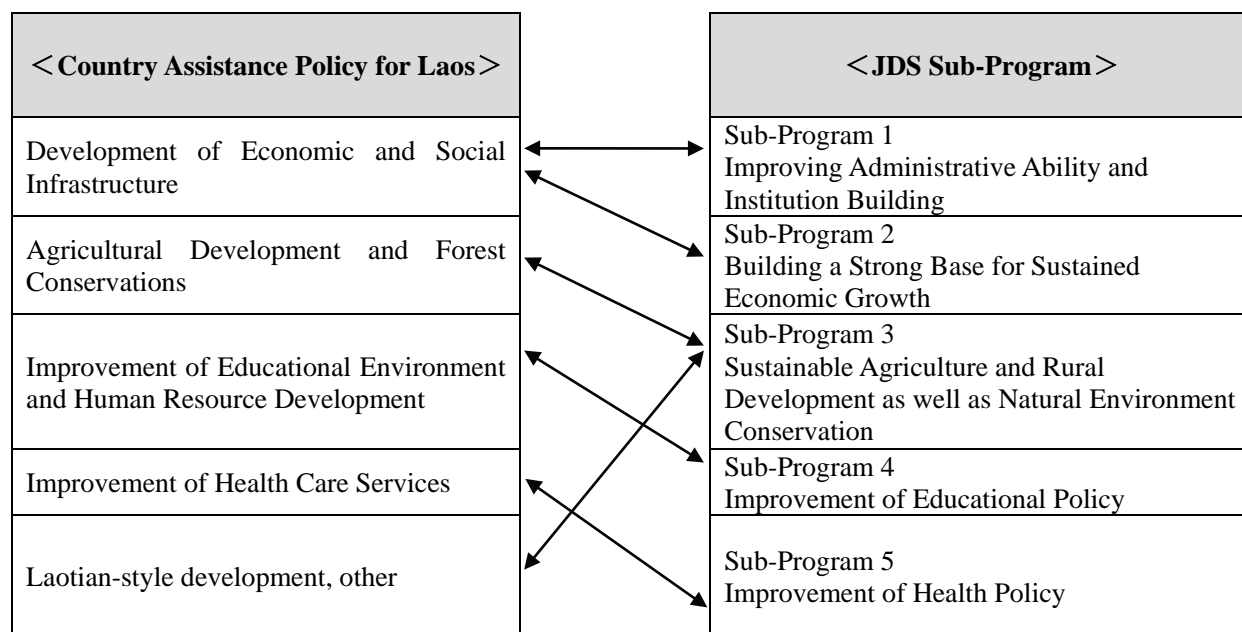


Figure 7 The Relation of the JDS Project to Japan's Economic Cooperation Policy to Laos

3-2. Expected Effect of JDS Project

As noted before, the JDS project is designed to foster young administrators who can practically solve issues of social and economic development. In order to carry out the JDS project effectively to achieve this goal, targets (higher goals and project goals) have been set separately for each Sub-Program and Component (see attached document 6). As already stated, the JDS 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 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 fellows who obtain Master's degree
- Enhancement of the capacity of JDS returned fellows on research, analysis, policy making and project operation/ management after their return
- Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows

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

In addition, for the "Policy proposal and implementation using the results of study abroad by returned students" index, Laos is returning many of the JDS students to their former posts, where they can make use of the knowledge and skills they learned in Japan, but the creation of a critical mass and implementing follow-ups are expected to improve results still further.

3-3. Project Evaluation Indicator Data

The index on an effects and an impact in Laos, as a result of survey 'JDS Basic research' are as follows.

Table 14 Project evaluation indicator data on JDS Laos²³

	Number of accepted fellows*	On arrival			After return to country		Completion rate*
		Average Age* (%)	Government officers* (%)	Those who were in managerial posts (%)	Government officers* (%)	Those who were in managerial posts (%)	
Laos	334	29.0	78.7%	23.1%	71.3%	63.0%	99.3%

*Updated with the data of JDS Fellows arrived in 2015

The JDS Laos project was originally open to those other than public servants, but when the new system was started in 2008, it was restricted to public servants. Public servants are required to return to their jobs at their ministries or agencies once they complete their studies abroad, which means that they have high return to work rates and high retention rates.

The effectiveness of the project after the introduction of the JDS new system can be measured on the basis of various criteria, including the independence of relevant organizations and the activities of JDS fellows after returning to the country, in addition to the management and progress of the project. Indicators are created to evaluate the "Degree of capacity building of JDS fellows (especially capacities necessary for policy making and implementation)" and also conduct a questionnaire survey.²⁴ The survey respondents were principally JDS fellows themselves.

²³ "Report on Basic Research - Factor Analysis concerning the Result of the JDS Projects", June 2015, JICA/International Development Center of Japan (IDCJ)

²⁴ "Interim Survey Questionnaire on ability of JDS Fellows", ed. Hiromitsu, Muta

(1) Contents of Survey

As for the “Degree of capacity building of JDS fellows,” given that the “Development of human resources who play a key roles in developing social and economic issues for the country” is the objective of the JDS project, it was aimed to examine changes in the abilities of government officials required in making and implementing policy through participating the JDS project. In concrete terms, the survey was conducted to measure improvements in skills and thinking abilities, such as "scientific survey and analysis abilities," "logical thinking abilities," and "information collection and sorting abilities," and abilities such as "learning abilities" and "communication abilities."

(2) Method of Survey

The questionnaire survey targeting JDS fellows was undertaken in the following three stages: Upon their arrival in Japan, during their study, and upon their completion of study. At the time of their arrival in Japan and during their study, preliminary reports on the periodic monitoring of the JDS fellows were received. At the time of the completion of their study questionnaires are to be distributed and collected shortly before their return to their home country, on the evaluation meetings that had been convened with the JDS fellows by each Accepting University and by each graduate school. For returned fellows, questionnaire was distributed that has been conducted once in four year after return, and obtain answers²⁵ on the situation of promotion, utilizing knowledge obtained through studying abroad or research outcomes.

(3) Use of the Survey Result

Figure 8 presents an analysis of comparing the ability of Laos JDS fellows (FY 2009-2012) at the time of arrival of Japan and the time of completion.

Compared to their arrival, when the students had completed the course they showed clear improvements in "scientific survey and analysis abilities," "logical thinking abilities," and "information collection and sorting abilities," and also realized themselves how their abilities in "learning abilities" and "communication abilities" and other general abilities had improved. Laotian JDS students are believed to be aware of their own improved abilities and to have gained confidence through studying abroad.

It is one of the JDS project outcomes that the government officials enhance necessary skills through studying in Japan, and contribute to belonging organization as well as to the development issues of Laos by utilizing these skills. Furthermore, the same outcomes are expected for JDS Returned Fellows.

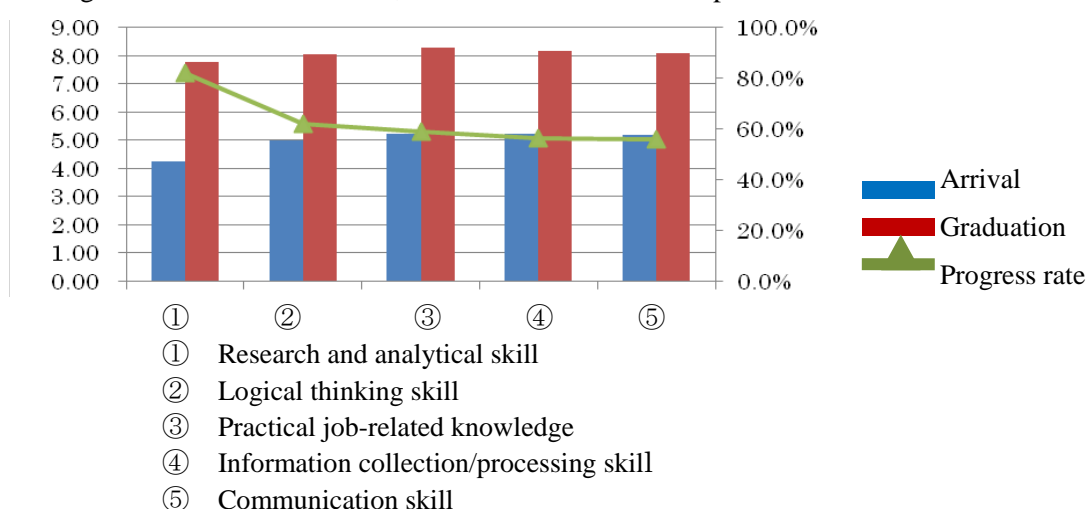


Figure 8 Increased skills and Abilities of the JDS Fellows from Laos during their Study in Japan

²⁵ For the details of the result, see '3-4-1 Evaluation from JDS returned fellows' below.

3-4. Evaluation by JDS Returned Fellows in Laos and the Accepting Universities

3-4-1. Evaluation by JDS Returned Fellows

In Laos, the social system means that public officials have the most stable and popular jobs, and even after the time required to serve following the return home is complete, there is still a strong trend of continuing on the job, giving a high retention rate.

A questionnaire was conducted of all JDS Laos Returned Fellows, from the first intake who arrived in Japan in 2000 to the 14th intake who returned home in 2015, to determine promotion status, how the research results obtained during the JDS study are being (or will be) utilized after the return, and whether they had any desire to go onto the doctoral course. Of the 293 former students, 46 provided responses.

In addition, interviews were conducted with JDS Returned Fellows who have been promoted and are playing active roles through the JDS project. They are drawing on their experiences in Japan to play core roles in their organizations.

(1) Work roles and promotions of JDS participants after their return to Laos

About 60 % of the returned students who gave responses said that they had been promoted after their JDS study. Some of the responses from promoted JDS students were as follows: "My superior at my department things it's necessary to make use of the knowledge and skills gained by JDS students to improve the organization's work," "Being able to have an international perspective is very significant," "My surveying and research abilities, and logical thinking abilities were highly regarded, and I was trusted."

As examples of promotions into key posts, of the 1st intake students, one was deputy chief in the International Department in the National Assembly before studying abroad, but is now director of the Legal Department in the National Assembly, while another was deputy chief in the Public Investment Program Department of the current Planning and Investment Ministry before studying abroad and is now director of the Planning Department in the same ministry; of the 4th intake students, one was deputy chief in the Investment Department of the current Planning and Investment Ministry before studying abroad and is now Vice Governor of the Savan-Seno Special Economic Zone; of the 5th intake students, one was deputy director of the Vientiane Court and is now director of that Court; and of the 7th intake of students, one was a judge in the People's Supreme Court and is now director of the Legal Research and Training Institute of that Court.

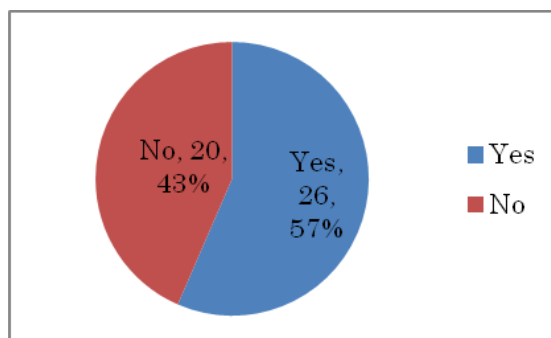


Figure 9 Promotion of JDS Fellows after Return

In addition, it was confirmed that a number of Returned Fellows were general staff in the various ministries before studying abroad, but have now been promoted to deputy director level, and are active in middle management, playing important roles.

However, some people also responded that as promotion is determined by subjective decision criteria based on the impressions of the superiors, it would be hard to say that studying overseas on the JDS project had a direct effect on promotions.

(2) Utilization of research results obtained in the study through the JDS

A number of JDS Returned Fellows reported the results of studying in Japan as learning methods for information and data collection, surveys and analysis of this data, methods for proposing government policies using this, and monitoring and assessment methods. In addition, some of them also noted that through studying abroad they had improved their own abilities and skills, and increased their passion towards their work and improved their awareness of the issues.

JDS Returned Fellows are using these results in their workplaces to plan work improvements, make new policy proposals, and so on in areas that include poverty reduction, formulating regulations and ordinances for local residents, improving teacher skills, food safety, corporate stock trading, SME development, assessment of the environmental impact of hydroelectric power, and so on.

JDS Returned Fellows from the Bureau of Statistics in the Ministry of Planning and Investment who studied in the Asia Pacific Studies Department of the Graduate School of Asia Pacific Studies at Ritsumeikan Asia Pacific University in the FY2013 academic was involved in the assessment and analysis from the economic aspects of the Eighth National Socio-Economic Development Five Year Plan at the Ministry as well as plans related to domestic and foreign areas (such as ASEAN and UNSD). In addition, a former JDS student from the SME Invitation Policy Research Department at the Ministry of Industry and Commerce who studied at the Graduate School of International Development and Cooperation at Hiroshima University in the FY2012 academic is now involved in coordination with the World Bank and other bodies in relation to proposing plans for the policy research department in new SME development plans for 2016-2020.

(3) Involvement with Japan after returning to Laos

A number of JDS Returned Fellows remain in contact with their academic advisors at their accepting university even after returning home, deepening ties of friendship, and sometimes obtaining information and advice that is necessary for their work.

Furthermore, in addition to the knowledge and skills noted in (2) above, students are also able to make use of their improved English abilities, and many former JDS students are expected to serve as contact points with Japanese government organizations like JICA or the Japanese embassy, or with international organizations. A former JDS student from the Information and Statistics Department of the Ministry of Investment and Planning who studied at the Graduate School of International Relations at the International University of Japan in the FY2013 had a chance to provide a range of socio-economic data that was needed by JICA and other institutions.

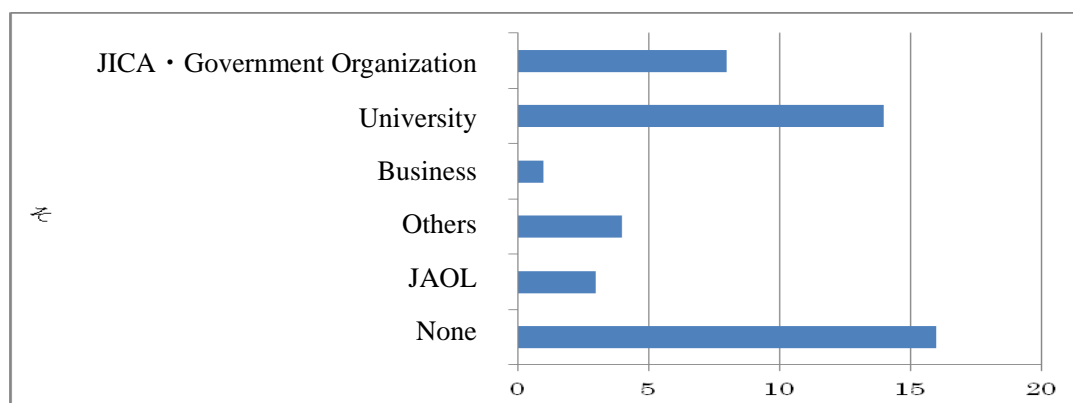


Figure 10 Involvement with Japan after returning to Laos

However, there is no official method for maintaining relationships between JDS Returned Fellows and Japan, and the reality is that these relationships are dependent on the individual's awareness and good

will. This means that once several years have passed since returning home, or when their work keeps them very busy, former students drift away, and there are no current direct relationships with Japan, which is shown by how only about a third of the JDS Returned Fellows returned valid questionnaire responses.

(4) Advantages and merits of studying abroad through the JDS

Many of the returned JDS participants explained that one of the advantages of studying through the JDS project is career advancements after returning to their country. Many responded that their superiors put premium on the Master's Degree obtained through the JDS, and appreciate the knowledge and experience obtained in Japan, which lead to their promotion. This implies that the value of the JDS and study in Japan is well recognized in their organizations.

In addition, many returned JDS fellows pointed out that the continuous relationship with their academic advisors is also an advantage. Several of them said that they continue to consult with their academic advisors on their work or research. The teaching faculty in the accepting universities also regards the relationship with them as important. It seems that they have a good reciprocal relationship.

Other responded like "I got strong confidence by getting education at the international level, and getting through it." or "I learned business skills such as English communication skills, critical thinking, the ability to decide, and self-management,"

These comments show that the advantages of studying in Japan go beyond the mere acquisition of academic knowledge.

(5) Improvement of English skills

Of those returned students who responded, all but one said that their communication abilities in English had improved thanks to their JDS project studies abroad. Many said that "My English was improved through the language program offered by the university" or "I polished my English abilities through self-study." This shows how hard the students worked, taking extra time to study English along with their main academic work, into which they would have been pouring all their efforts during their study abroad.

(6) Aspire to advancing to the doctoral program

About 90% of responding JDS Returned Fellows said that they hoped to go onto a doctoral program. The reasons for this were "I wish to deepen my knowledge further" (about 50%), "Necessary for my promotion and further career development" (about 30%), and "Necessary for my current work" (about 20%).

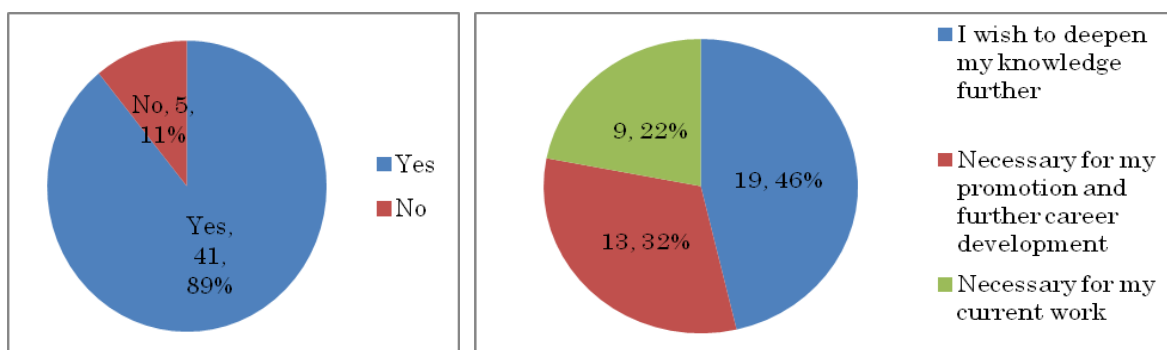


Figure 11 Percentage hoping to advance to the Doctoral Programs

Figure 12 Reasons for wishing to advance to the Doctoral Programs

(7) Comparative advantages of the JDS and areas for improvement

Many commented that the advantages of the JDS project are, as shown in (2) above, improvements in practical work abilities; notably information and data collection methods, their survey and analysis methods, methods for proposing policies using these, and methods for monitoring and assessment; as well as being able to contribute to the development issues faced by Laos and one's own ministry. Others noted that they could really obtain a sense of the value of the results they gained from the JDS project following return home and return to their workplaces. In addition, former students noted the provision of high quality university curriculums, fair selection, and thorough, far-reaching support during their stay.

On the other hand, the most common request for future JDS projects was the establishment of a doctoral program. In addition to support for preliminary English study and supplementing basic academic abilities, students requested Japanese language study as well in order to maximize their studies in Japan.

3-4-2. Evaluation by the Accepting Universities

A questionnaire was conducted with the eight departments in seven universities that have accepted JDS students from Laos since the FY2013 on the merits and demerits of accepting JDS students, impacts, accepting issues, proposals for the future and so on. On-site interviews were also conducted with seven departments in six of the above universities.

(1) History and goals of accepting JDS students from Laos

As universities globalize, they are working on a range of initiatives such as cooperation with JICA projects, yearly increasing the numbers of JDS international students they accept in order to ensure student numbers. As part of this, in many cases they are eager to accept JDS students from Laos in this program. As the universities have few other contacts with Laos, and cannot obtain detailed information or actual data on the socio-economic situation, some responded that taking in Laotian JDS students and working with them in research is also a valuable opportunity for the university.

(2) Merits and impact of accepting JDS students

An example of the impact of globalization in universities that the JDS project has had, there has been an expansion of English-language classes and a diversification of teaching programs throughout the universities due to their accepting of JDS students from a range of different countries. In research, too, there are strengthened human networks with local policy-makers, and it is now possible to analyze regions where Japanese researchers previously found it difficult to conduct research, contributing to the diversification of research topics.

In addition, many people said that this has brought about a change in awareness among university staff and Japanese students, leading to comments such as the following: "Laotian international students and Japanese students directly interacting and discussing issues in seminars has helped with mutual understanding," and "JDS students, who are proud to be representing their country and have a keen awareness of the issues in international society, raised the level of discussion in classes and stimulated other students. Student quality was raised across the board, which is a very positive effect."

Moreover, in addition to participation in international exchange group activities and visits to elementary schools in the areas where their universities are, International Christian University also works with local NPOs and introduces local activities which need the help of JDS students such as international exchange projects. These activities are linked to the revitalization and internationalization of the region.

(3) Expansion of industry-government-academia networking in Japan

While there are still few networking links with industry, government and academia through accepting JDS students, cooperation with classes through links with local bodies such as the city office in Kobe started in FY2015, and there is a movement to promote the strengthening of such initiatives in educational areas in future.

(4) Utilization and effects of special programs

The following are examples of university initiatives that make use of special program expenditures.

- ① Reinforcing basic subjects before arrival in Japan
- ② Special lectures and workshops
- ③ Field trips both domestically and abroad
- ④ Assistance with research guidance and daily life for JDS international students by Japanese students
- ⑤ Language training

An example of a highly effective initiative is provided by Yamaguchi University. At Yamaguchi University, towards the end of the 18 months they have been studying abroad, the JDS students give interim presentations of the contents of their master's thesis to their superiors at work back home.

This allows JDS Fellows to correct their research path thanks to comments and advice from their superiors from their home ministry, increase the amount of information, and deepen the content to improve the quality of their master's thesis (research results), thus helping bring about the specific policies needed in reality on their return. This is, in other words, an extremely significant initiative that is directly linked to development issues. For the university as well, it can now grasp the current state and issues faced by the student's ministry, which helps with later research guidance and to create a more perfect master's thesis. In addition to knowing how well the student is progressing, doing it in the student's home country helps them refreshed mentally and provides greater motivation.

The University feels that it is meaningful to conduct an interim presentation in their home country as it makes the outcome of the study abroad sure, which are in line with development issues of targeted country, while it requires effort-taking for university. University commented as “this sort of valuable program is made possible through special project expenses, and is an advantage of the JDS project that other schemes do not offer”.

(5) Comparison with other scholarship programs

There are also students in each university who use other scholarship programs, but their supervising professors and university staff have said the following regarding the JDS project.

JDS students have clear awareness of their goals and the university can also provide research plans and master's thesis guidance that contribute to the solution of development issues the students and their countries face, thanks to knowing well what sort of contributions are expected of them on their return home. There is also a generous amount of support and enough scholarship funds to allow students to concentrate on their studies, so that they can gain extremely valuable results from the two years they are in Japan.

However, future improvements could include enhancements to Japanese or English language training and to the basic academic abilities to carry out research. Almost all students carry out research on development issues in their capacity as government administrators, so assistance with travel funds for fieldwork back in their home country is necessary. In addition, there were complaints about the huge amount of paperwork associated with contracts and settlements for the special program, and the differences in rules with other JICA projects (such as Afghanistan PEACE and the ABE Initiative) making it complicated and hard to understand.

(6) Follow-up after returning to Laos

Many of the accepting universities maintain networks by providing the latest information in specialist fields to JDS Returned Fellows even after they have returned home through the university website or SNS; being able to see what JDS Returned Fellows are doing when they visit for technical interviews or local surveys, for example; and holding regular seminars. In addition, the universities have their own alumni associations, and can follow up through organizational means such as this.

In addition, there are initiatives to extend and develop the research of JDS Fellows and engage in joint research with them after their return home. At the Graduate School of International Development and Cooperation at Hiroshima University (in the Development Policy Lecture), joint research is carried out on unexploded bomb disposal and related environment assessment and poverty measures. This started out when a faculty member from Hiroshima University learned during a technical interview that a JDS Returned Fellow was working in areas related to unexploded bomb disposal and suggested joint research. For Hiroshima University, which emphasizes environment preservation and peace-building, this is a very valuable initiative as it allows the collection of local research data, and for the JDS Returned Fellows, who serves as an administrative official, these research results can be reflected in actual policy proposals, making it very useful for both parties, and an activity that has very substantial achievements.

(7) Introduction of the Ph.D. program

Accepting universities have responded that there is a high need for a doctoral program, and there are current JDS students as well as JDS Returned Fellows that are worthy of being recommended for a doctoral program. Among accepting universities, there are examples where JDS Returned Fellows have been recommended to first return home and then come back to Japan using the MEXT scholarship program so they can go onto the doctoral program, and numerous people responded that they would welcome the introduction of a doctoral program in the JDS project.

However, there were also opposing opinions, stating that it is extremely difficult to get a doctoral degree in just three years, the doctoral program is designed to foster researchers, and there would be no point if there was nowhere to utilize the knowledge obtained from the research.

In addition, it would be better to proceed directly into the doctoral program without initially returning home in order to continue the research. While there were some who were concerned that a temporary return to work would mean academic research could not proceed smoothly, others felt that for administrative officials, returning home to confirm the situation there and reflecting this in the research was also important. Detailed system design is required in the future.

3-5. Issues and recommendations

The issues and recommendations related to the continued operation of the JDS project in Laos that were obtained through this survey are as follows:

(1) Strengthening of recruitment

In order to secure JDS participants who will be able to assume important positions in the government of the Lao P.D.R. in the future and contribute to the development of the country, in other words, those who can accomplish the purpose and maximize the effect of JDS projects, it is necessary to recruit many outstanding applicants from the appropriate target organizations and carefully select the more outstanding applicants among them, with this process acting as the entry point for the project.

In recent years, however, the accepting universities in taking JDS participants from Laos have also been pointing out that their quality has been decreasing. For the target organizations, young staff in their prime with potential and English abilities are a valuable workforce. Particularly for government organizations with a limited number of staff, it is difficult to dispatch people for as many as two years.

Besides, as described above, there are many scholarship programs supported by other donor countries in addition to Japan in Laos. Among them, the main competing program is the Australian government scholarship. This scholarship program is very popular, partially because it offers long-term English training in Laos. In this way, the increased options for study abroad programs also make it difficult for the JDS project to attract highly capable candidates.

In recruiting JDS participants, one of the factors to attract many candidates is Lao people's admiration for the "Japan" brand. Accordingly, in order to get the potential candidates interested in the JDS project and to continue to obtain talented candidates, recruiting that makes use of the Japan brand should be effective. To achieve this, it is desirable to work with various Japanese organizations in Laos, including the Japanese embassy, JICA and JETRO, and promote the JDS project as part of the promotion of Japan.

A hearing survey was conducted, targeting returned and present Lao JDS participants to ask the reasons why they chose the JDS project. Many of them cited detailed and extensive support compared to other scholarship programs. In particular, the JDS participants from Laos tend to be concerned about studying abroad, and many of them do not have sufficient English ability. So, the JDS project, which conducts monitoring every three months during their stay in Japan, is considered a more attractive scholarship program than others. It seems like a good idea to accentuate such strengths of the JDS project more than ever in recruitment activities in the future,

It is necessary to carefully explain to the applicants Japan's aid policy for Laos, along with the significance and purpose of the JDS project, about developmental issues and basic policy and the expected role of the JDS participants. These points also need to be explained as well as to their superiors and/or surrounding people so that they can have a correct understanding of the JDS project. This aims to instill the image that the JDS project is an official Japanese scholarship program, and to instill in the candidates a sense of mission so that they come to Japan as a representative of Laos and study and work hard to meet such expectations. This inspires and motivates them. In order to promote such understanding, it is desirable to obtain cooperation with the Human Resources Departments at the relevant government organizations, returned JDS participants, etc.

(2) Utilization of JICA experts/policy advisors

In the on-site survey, interviews were conducted with two JICA policy advisors (for the Ministry of Agriculture and Forestry and the Ministry of Finance). Regrettably for JDS, both of them said that they initially did not know that the JDS project is being implemented in Laos. They realized the presence of the JDS project and the returned JDS participants in their ministries after they started work. The returned JDS participants have been working in the government organizations to which JICA experts/policy advisors are dispatched. In order to facilitate their work well, efforts should be made to let them know about the presence of returned JDS participants in the first place. Therefore, it is desirable to formulate a framework to have JICA experts and policy advisors learn about the JDS project before they are dispatched.

As mentioned above, the JDS project in Laos has a problem concerning recruitment. It would be useful to have JICA experts encourage talented candidates to apply for the JDS project. This should be done carefully as it may affect personnel affairs and constitute interference in the foreign country's ministries. Still, it is desirable for JICA experts to spend time convincing the personnel staff of the effectiveness of studying in Japan, even if in an indirect manner. Such support should help in the acquisition of highly capable candidates.

There is an example of good practice, in which an agricultural policy advisor provided detailed advice on the formulation of a research plan last year. It is desirable to give advice such that the JDS participant chooses issues essential to the strengthening of the target organizations as research theme.

In addition, the returned JDS participants can expect to be further promoted or play a more important role if JICA experts utilize them for their work or encourage related people in the organizations to

utilize them. As JICA experts are assigned positions in the relevant organizations and are well-informed on their internal circumstances, their recommendations are convincing, which opens the possibility of establishing complementary relationships with the JDS project in various ways.

(3) Improvement of basic academic ability

The accepting universities evaluate the basic academic ability of the JDS participants from Laos as low compared to those from other countries. Many of them also point out that the JDS participants from Laos are particularly insufficient in ability in the basic subjects such as English and mathematics as well as the academic discipline and basic knowledge for conducting academic research or writing thesis, which presents many issues towards acquisition of the Master's degree.

In particular, their English ability is a serious issue for them. Most of the applicants do not reach the English level required for admission by the accepting universities. In this on-site survey, the necessity of introducing an English training program before departure from Laos was confirmed by the Japanese and the Lao members of the Operating Committee. In order to promote self-help efforts by Laos, the Japan side requested them to bear the expenses for the training. It is expected of the Ministry of Education and Sports, which implements the training program, to find the most inexpensive way possible to implement the English training program in cooperation with the universities under their jurisdiction. However, if it is difficult such English training to implement at the expense of Laos, it is necessary to consider that Japan support the cost. On the other hand, there is a trend that the young working people, administration officials in particular, spare no expense for their self-improvement. So, there is room to consider ways of having the successful JDS applicants bear a part of the expense in order to implement the pre-departure English training.

Another option is to institutionally require the universities that accept the JDS participants from Laos to allocate a part of the budget for special programs. When the accepting universities are initially presented with the fact that one of the evaluation indicators in the request survey on the accepting universities conducted in Laos includes fulfillment of pre-departure training of academic writing, etc., as a special program, they may compete to enhance the content. This can be effective in improving the ability of the JDS participants from Laos.

(4) Establishment of the follow-up scheme

To present, 334 JDS participants have come to Japan from Laos, among whom a total of 293 participants from the 1st to 14th batches successfully completed their studies and returned home. Actually, the returned JDS participants have returned to their respective organizations, where they utilize the knowledge obtained through their studies in Japan, solve problems and find new issues. They have contributed to strengthening their organizations and ultimately solving issues. According to the hearings for this on-site survey, a good example was confirmed, where a returned JDS participant is playing an important role as a mid-career staff member in the Ministry of Finance. Before going to Japan, he, without knowing the positioning of the Ministry of Finance and the importance of the role it plays, just did the routine work assigned to him. Several people said that "Became able to capture the tasks in light of whole concept of organization and policy" and broadened his perspective after returning from Japan. Also, he changed his way of doing work as well; not only understanding contents of the tasks, he has also acquired motivation, attitude and a sense of responsibility for work, as a result of which he has gained the trust of his superiors and colleagues. So, now he is being assigned important work.

Since the new system was introduced, such outcomes have been emerged in a successive manner. The returned JDS participants are beginning to organically strengthen their mutual connections, forming a group of the returned participants (critical mass) and showing presence in their organizations. This can be a significant outcome. It is desirable that a critical mass will be further formed and continued in each government organization and they work together beyond the boundaries of ministries or departments towards formulation and realization of more comprehensive policies.

In order to realize that, it is necessary to provide the opportunity to report the policies proposed and implemented by the returned JDS participants to the Organizing Committee and related parties, and to support a framework in which information on the respective fields is regularly updated, shared or used for work by the returned JDS participants jointly. The returned JDS participants are an important asset for the development of Laos in the future. In order to utilize such an asset, it is desirable to keep the list of returned JDS participants up-to-date and share it among the related people under appropriate management so that it can be utilized as an important resource for Japan-related issues.

The returned JDS participants join the JAOL and continue their alumni activities as a JDS group under the JAOL. This is an example of good practice that has not been implemented by the JDS project in other countries. In the future, it is desirable that the embassy, JICA and the agent will push forward this activity in order to provide active support for follow-up activities. As one such initiative, collaboration with publicity events held by the Japanese Embassy in Laos is useful to provide many opportunities for the returned JDS participants to have contact with Japan, by which they can maintain their relationship with Japan. As Mr. Bounleua DAOVILYA of the Ministry of Finance, the current vice president of the JAOL deputy JAOL, is a returned JDS participant, it is possible to have him as a key person for JDS project follow-up. In addition, if the list of returned JDS participants is managed by the JAOL in the future it will be easier to share the list among the related parties, including Japanese companies, and this can be expected to result in the spread of the network.

In this on-site survey, with regard to the needs for follow-up after returning to Laos, some respondents expressed their wish to have an opportunity for self-help improvement or to update the knowledge they obtained in Japan. There can be several methods to meet such needs. There are methods utilizing the Laos-Japan Human Resource Development Institute Center (LJI) in particular, which includes collaboration with the Project for Developing Business Human Resources conducted by LJI, or separately holding workshops taught by business course instructors. Another possible method is to request the university lecturers visiting Laos for technical interviews to hold seminars for the returned JDS participants.

The scheme for the follow-up does not start with the return of the JDS participants to their home country. It is necessary to be prepared for the follow-up while they are still in Japan. For example, acquiring Japanese enables them to build various networks. So programs that promote understanding of Japan will increase the number of JDS participants who understand and feel familiar with Japan, by which means more talented candidates will be attracted by the JDS project in the future. The JDS project should not be operated just as a program to obtain a degree at university. It is desirable to add content that reflects our resolution to achieve the purposes of the project.

(5) Points to be considered for implementing a Ph.D. program

According to the results of the hearings with returned JDS participants, they welcomed the introduction of the Ph.D. program with great anticipation. They said that the Ph.D. degree is not presently essential for promotion in their organizations but that administrative leaders who are Ph.D. degree holders are in an advantageous position, considering the future of Laos. In the 8th NSEDP, the specific indicators for capacity building of administration officials include "the number of administration officials who hold a Ph.D. degree (an increase of 25% from the current 320 holders)" and "the number of administration officials who hold a Master's degree (an increase of 25% from the current 3,602 holders)." The JDS project is expected to play a more important role for human resource development in the government of Laos in the future.

The launch of the Ph.D. program will not be just a follow-up for the returned JDS participants. For potential candidates thinking about obtaining a Master's degree with the JDS, it must be a huge attraction, as the program leads to the Ph.D. level. The launch of the Ph.D. program is also expected to have an impact on attracting highly capable candidates.

However, what is the most important upon launch of the Ph.D. program in the JDS project is that not only the people related to the JDS project but also returned JDS applicants who will apply and the

accepting universities have the same awareness of "why the Ph.D. program is being implemented by the JDS project," and "what is the purpose of the Ph.D. program by the JDS project." It should be clearly acknowledged that the purpose of the Ph.D. program by the JDS project is not to develop researchers but to develop leaders who are engaged in government policies. If this is not clear, differentiation from the other scholarship schemes, including the government-sponsored scholarship, may become difficult. It is definitely important to create clear distinctions upon the launch of the Ph.D. program.

3-6. Conclusion

In this preparatory survey, the target organizations and accepting universities were determined with the intent of the JDS and the political and social background of Laos in mind, while sufficiently understanding the Sub-Programs established in line with the Lao development plan and Japan's aid policy. The accepting universities have a sufficient record of accepting the JDS participants, as well as a deep understanding of the situation in Laos. They have great expectations for JDS fellows from Laos who will come to Japan and take master's or Ph.D. course in the next four years from now.

In addition, the issues related to a milestone move for the JDS project, such as the introduction of the Ph.D. program and the enhancement of the follow-up, were also discussed. Last year, JICA conducted a comprehensive evaluation of the JDS project through the basic research project "Factor Analysis of the Outcome of Japanese Grant Aid for Human Resource Development Scholarship (JDS)." It is to be welcomed that this initiative has now evolved into a move towards a better project. In order for the JDS project to contribute to human resources development in Laos in a continuous manner for the long term, the JDS project itself must be a program that is desired by Laos, as well as internationally competitive. The considerations in this preparatory survey are definitely one step towards such outcome.

In order to promote the modernization of the country, Japan once dispatched the Iwakura Mission, whose members included several students, to the US and Europe. The mission influenced the subsequent development of Japan. The JDS participants come to Japan, learn a lot of things and return home with the aspiration to work for the development of their country as the Iwakura Mission members did. As the phrase "Education is a farsighted policy program" indicates, measurement of the outcome of education takes time. This is applicable to the JDS. It takes time to realize a noticeably significant outcome. Still, the signs of the growing project outcome have been apparent through our meeting many returned JDS participants during the preparatory survey. The returned JDS participants who are strongly committed to the development of Laos now work as mid-career staff in their organizations, and their number is steadily increasing. They have been promoted, or are playing an active role in their organizations. In order to link these hopeful developments to the overall project outcome in the not-so-distant future, the JDS project should be continued in Laos.

In light of the geopolitical and economic environment of Laos, the main resource of the country is human. Therefore, Japan should continue to be involved in the project of human resources development in Laos, and the JDS project is a program that can contribute to this.

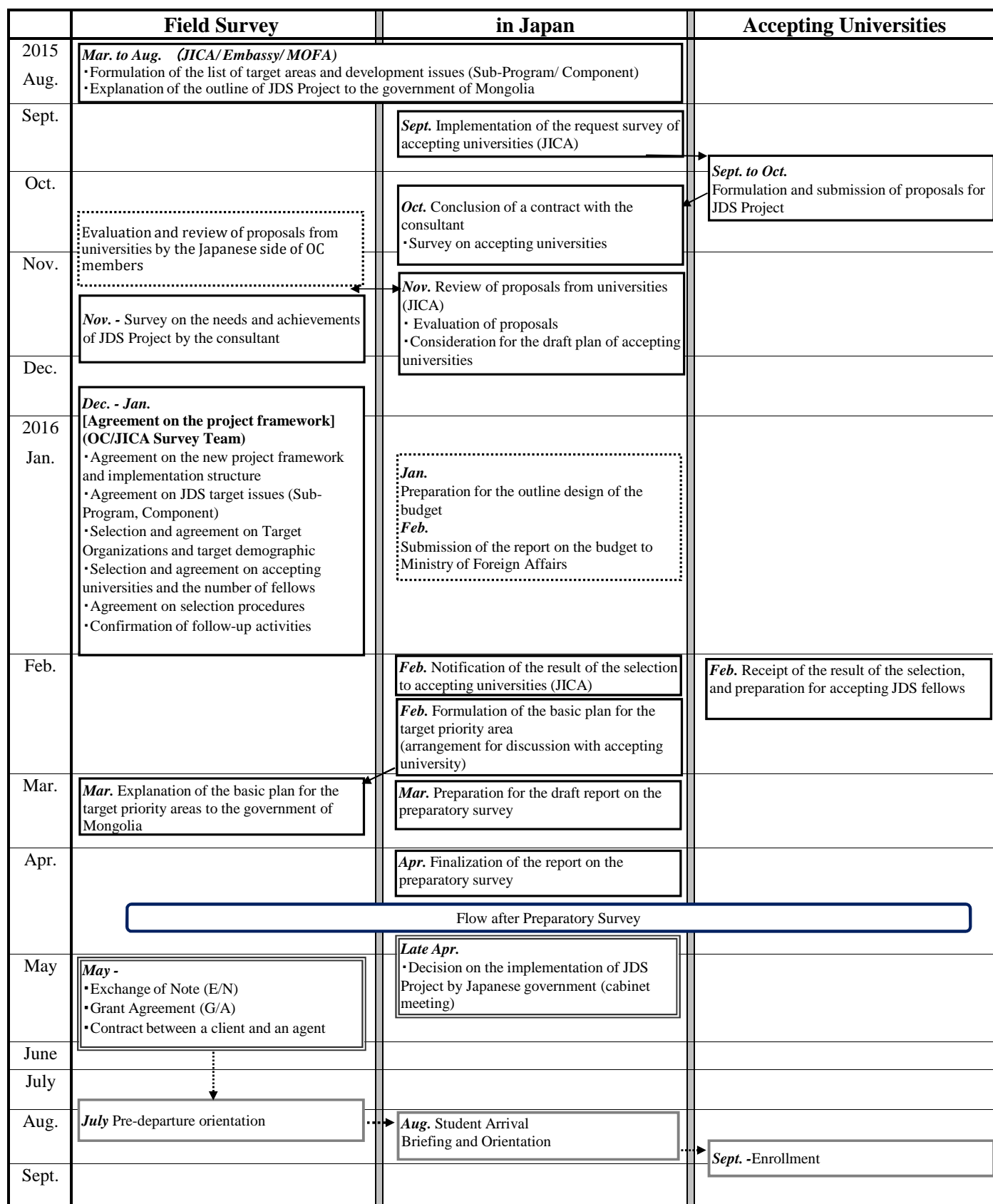
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Member List of the Survey Team

Chie EZAKI	Leader	Acting Director Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA
Tsuyoshi SHIONOYA	HRD Planning	Managing Director International Students Affairs Department, JICE
Nanami HIDA	Overseas Study Planning	Director International Students Division, International Students Affairs Department, JICE
Mihoko SHIMOJI	Needs Study/ Coordination	Country Officer International Students Division, International Students Affairs Department, JICE

Flowchart of the Preparatory Survey for JDS



Preparation Survey regarding Japanese Grant Aid for
Human Resource Development Scholarship (Lao P.D.R)

List of Contact Persons during the First Field Survey in Laos

1. Discussion on the Minutes

Date and time	Contact Persons	Remarks
12 January 2016 (Tue) 9:30 ~10:30	<ul style="list-style-type: none"> ■ JICA Laos Office - Mr. Yusuke Murakami, Director - Ms. Akiyo Morita, Representative 	Discussion with the Operating Committee Members and Survey Team
12 January (Tue) 14:00~15:15	<ul style="list-style-type: none"> ■ Embassy of Japan in the Lao PDR - Ms. Michiko Nakano, First Secretary 	
13 January (Wed) 10:00~11:50	<ul style="list-style-type: none"> ■ Ministry of Education and Sports - Dr. Khamlusa NOUANSAVANH, Ministry of Education and Sports (MOES) - Mr. Vilaphan SILITHAM, Central Committee for Organization and Personnel (CCOP) - Ms. Vilaythone SOUNTHONEXAYMONGKONH, Ministry of Home Affairs (MOHA) - Mr. Boun INTBABANDID, Ministry of Foreign Affairs (MOFA) - Mr. Boun INTBABANDID, Ministry of Foreign Affairs (MOFA) - Ms. Saymonekham MANGNIMEK, Ministry of Planning and Investment (MPI) 	
14 January (Thu) 16:00~17:00	<ul style="list-style-type: none"> ■ JICA Laos Office - Mr. Mitsuru Seo, Agriculture Policy Advisor - Mr. Yoshiaki Terai, Financial Statistics Policy Adviser 	
15 January (Fri) 11:30~12:00	<ul style="list-style-type: none"> ■ JICA Laos Office - Mr. Yusuke Murakami, Director - Ms. Akiyo Morita, Representative 	
15 January (Fri) 16:30~17:00	<ul style="list-style-type: none"> ■ Embassy of Japan on the Lao PDR - Ms. Michiko Nakano, First Secretary 	

Visit to the target institutions that are assumed

Date and time	Contact Persons	Remarks
8 January (Fri) 14:45~16:00	■ SavanPark/ Savan-Seno Special Economic Zone Committee Vientiane Office <ul style="list-style-type: none"> - Lamphone PHASAYYAVONG, National Committee for Special Economic Zones (NCSEZ) Savan-Seno Special Economic Zone - Bouasone SOULITHAM, SAVAN PARK Vientiane Branch 	Discussion with the Operating Committee Members and Survey Team
12 January (Tue) 16:00~16:45	■ Ministry of Health, Department of Health Personnel <ul style="list-style-type: none"> - Dr. Khampasong THEPHANYA, Deputy Director General, Department of Health Personnel, Ministry of Health (MOH) 	
14 January (Thu) 11:00~12:00	■ National Committee for Special Economic Zones (NCSEZ) General Affairs Department <ul style="list-style-type: none"> - Phouvieng NGAOPHASY, DDG - Souksakhone PHENGSAVATH, Deputy Director General 	
15 January (Fri) 9:00~9:45	■ Vientiane City Conference <ul style="list-style-type: none"> - Mr. Duangta SILIVONG, Deputy Director General, Department of Foreign Affairs - Ms. Boutsadee SYPHIROM, Deputy Director General, Department of Home Affairs - Ms. Ketmany BANDASACK, Deputy Director General, Department of Education and Sports - Ms. Viengmany, Head of sector, Organizational and Personnel Committee 	

2. Other visits to institutions

Date and time	Contact Persons	Remarks
11 January (Mon) 16:30~18:00	■ Japan External Trade Organization(JETRO), Institute of Developing Economies <ul style="list-style-type: none"> - Mr. Norihiko Yamada, Researcher, Research Group of Southeast Asia II, Area Research Center 	
13 January (Tue) 16:00~17:00	■ Japan External Trade Organization(JETRO), Vientiane Office <ul style="list-style-type: none"> - Mr. Tetsuo Shibata, Director - Mr. Kenichiro Yamada 	

14 January (Thu) 9:00~10:15	<ul style="list-style-type: none"> ■ Ministry of Finance <ul style="list-style-type: none"> - Ms. Manoly CHOUNTHAVONG, Deputy Director Division, Department of Organization and Personnel (JDS Returning Fellows) - Mr. Thongsa HOMESOMBAT, Deputy Director Division, Department of Budget (11 Batch) - Mr. Sivixay ANON, Deputy Director Division, National Treasury (13 Batch) - Mr. Viengsaly INTAPHOM, Deputy Director Division, National Treasury (13 Batch) - Mr. Bounleua DAOVILAY, Senior Officer, Accounting Department (12 Batch) - Ms. Avina LUANGAMATH, Tax officer, Tax Department (10 Batch) - Ms. Phaypany CHOUMMALY, Tax officer, Tax Department (14 Batch) 	Institutions and organization involved in the scholarship operation in Laos
14 January (Thu) 14:00~15:10	<ul style="list-style-type: none"> ■ Laos-Japan Human Resource Development Institute (LJI) <ul style="list-style-type: none"> - Mr. Yasujiro Suzuki, Chief Advisor - Mr. Yutaka Sato, Coordinator 	
15 January (Fri) 17:00~18:15	<ul style="list-style-type: none"> ■ Japan Alumni of Laos <ul style="list-style-type: none"> - Bounheng SOUTHICHAK, JAOL Vice President - Sunnti DUANGTAVANH, JAOL Vice President 	

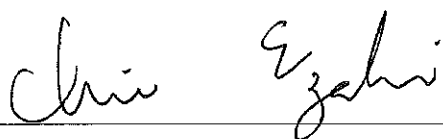
MINUTES OF DISCUSSIONS
ON THE PREPARATORY SURVEY OF
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO LAO PEOPLE'S DEMOCRATIC REPUBLIC

In response to a request from the Government of Lao People's Democratic Republic (hereinafter referred to as "GOL"), the Japan International Cooperation Agency (hereinafter referred to as "JICA") decided to conduct a Preparatory Survey in respect of "the Project for Human Resource Development Scholarship" (hereinafter referred to as "the JDS Project") to be implemented in the Lao P.D.R..

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as "the Team") headed by Chie Ezaki, Acting Director, Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA, to Vientiane from 12th to 15th January, 2016.

The Team held a series of discussions with the members of the Operating Committee of the JDS Project (hereinafter referred to as "the Committee"). The two parties confirmed the design of the JDS Project and the related items attached hereto.

Vientiane, January 15, 2016



Chie EZAKI
Leader
Preparatory Survey Team
Japan International Cooperation Agency



Dr. Khamlusa NOUANSAVANH
Director General
Department of Student Affairs
Ministry of Education and Sports, Lao P.D.R.

I. Objective of the Preparatory Survey

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

The main objectives of the Survey are:

- (1) To agree on priority areas of study for JDS Fellows
- (2) To agree on accepting Japanese universities
- (3) To agree on eligible organizations of each priority field of study
- (4) To identify the number of potential candidates for the JDS Projects
- (5) To estimate overall costs of the first cycle, that is a period of four years, of the JDS Project

II. Design of the JDS Project

1. Flow of the JDS Project for the Succeeding Four Batches

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

One JDS Project is formulated for each batch and the first year of the project is for recruitment and selection of the JDS fellows who study in Japan from the second year to the fourth year.

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

2. Confirmation of the Implementation Coordination

Both parties confirmed that the Committee consists of the organizations as follows.

Lao side

- Ministry of Education and Sports, Lao P.D.R.(chair)
- Ministry of Planning and Investment
- Ministry of Foreign Affairs
- Central Committee for Organization and Personnel
- Ministry of Home Affairs

Japanese side

- Embassy of Japan (vice-chair)
- JICA Laos Office

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

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

4. JDS Sub-Program and Component

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

(1) Priority Area as Sub-Program 1 :

Improving Administrative Ability and Institution Building

Development Issue as Component :

Enhancement of Public Administration

Enhancement of Public Finance

(2) Priority Area as Sub-Program 2 :

Building a Strong Base for Sustained Economic Growth

Development Issue as Component :

Improvement of Economic Infrastructure

Economic Policy on Investment / Export Promotion

(3) Priority Area as Sub-Program 3:

Sustainable Agriculture and Rural Development as well as Natural Environment Conservation

Development Issue as Component :

Agriculture and Rural Development

Natural Environment Conservation

(4) Priority Area as Sub-Program 4 as well as Development Issue as Component

Improvement of Educational Policy

(5) Priority Area as Sub-Program 5 as well as Development Issue as Component

Improvement of Health Policy

5. Accepting Universities and Supposed Numbers of JDS Fellows per University

Based on the discussion held between the both parties, it was agreed that the educational programs of the following universities for master's program are suitable to the development issue in the Lao P.D.R..

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 Fellow as well as to accepting universities in order to prevent the mismatching between accepting universities and JDS applicants.

- 1) Development Issue as Component : Enhancement of Public Administration and Improvement of Legal System

Accepting University:

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



Q

- Kobe University, Graduate School of International Cooperation Studies (2 slots)
- 2) Development Issue as Component : Enhancement of Public Finance
Accepting University:
 - Yamaguchi University, Graduate School of Economics (2 slots)
- 3) Development Issue as Component : Improvement of Economic Infrastructure
Accepting University:
 - Hiroshima University, Graduate School of Engineering/ Graduate School for International Development and Cooperation (3 slots)
- 4) Development Issue as Component : Economic Policy on Investment / Export Promotion
Accepting University:
 - Ritsumeikan University, Graduate School of International Relations (2 slots)
- 5) Development Issue as Component : Agriculture and Rural Development
Accepting University:
 - Kyushu University, Graduate School of Bioresource and Bioenvironmental Sciences (2 slots)
- 6) Development Issue as Component : Natural Environment Conservation
Accepting University:
 - University of Tsukuba, Graduate School of Life and Environmental Sciences (2 slots)
- 7) Development Issue as Component : Improvement of Educational Policy
Accepting University:
 - Hiroshima University, Graduate School for International Development and Cooperation (2 slots)
- 8) Development Issue as Component : Improvement of Health Policy
Accepting University:
 - Nagasaki University, School of Tropical Medicine and Global Health (2 slots)

6. Target Organizations

Based on the discussion held between the both parties, the target organizations were identified as ANNEX-3 “Design of JDS Project for the succeeding four batches”.

It was agreed that possibility of some adjustment on the target organizations shall be discussed in accordance with discussions in the Committee meeting.

7. Basic Plan for Each Component

The Team explained a Basic Plan on each component, which includes the background,

project objectives, summary of the activities of the project and other, would be drafted and proposed by the consultant of the Preparatory Survey, as attached in the ANNEX-4 “The Project for Human Resource Development Scholarship (JDS)-Basic Plan for the Target Priority Area.”

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

8. Monitoring and Evaluation

It was agreed that monitoring and evaluation of JDS returning Fellows should be done actively by GOL. In addition, organizing an alumni group could be considered for enhancing knowledge sharing and networking among JDS Fellows.

9. Introduction of PhD Program in Japan under the JDS Project

The Team explained that PhD Program could be introduced in JDS after confirmation of its needs in each target ministry considering further career development of JDS Fellows in order to contribute to development of the country. PhD program would be offered at most 2 slots per batch. Basically JDS returning Fellows could apply for PhD Program. Both parties confirmed that detail procedure for recruitment and selection would be discussed in the Committee.

III. Other Matters Discussed

- (1) Both parties confirmed the necessity of English language training in order to enhance preparedness of JDS Fellows before their arrival in Japan. Specific measures will be proposed by both parties based on the result of the Preparatory Survey by this March.
- (2) It was agreed that GOL would provide the existing office space continuously for the consultant during the survey and for an agent which implements JDS Project.

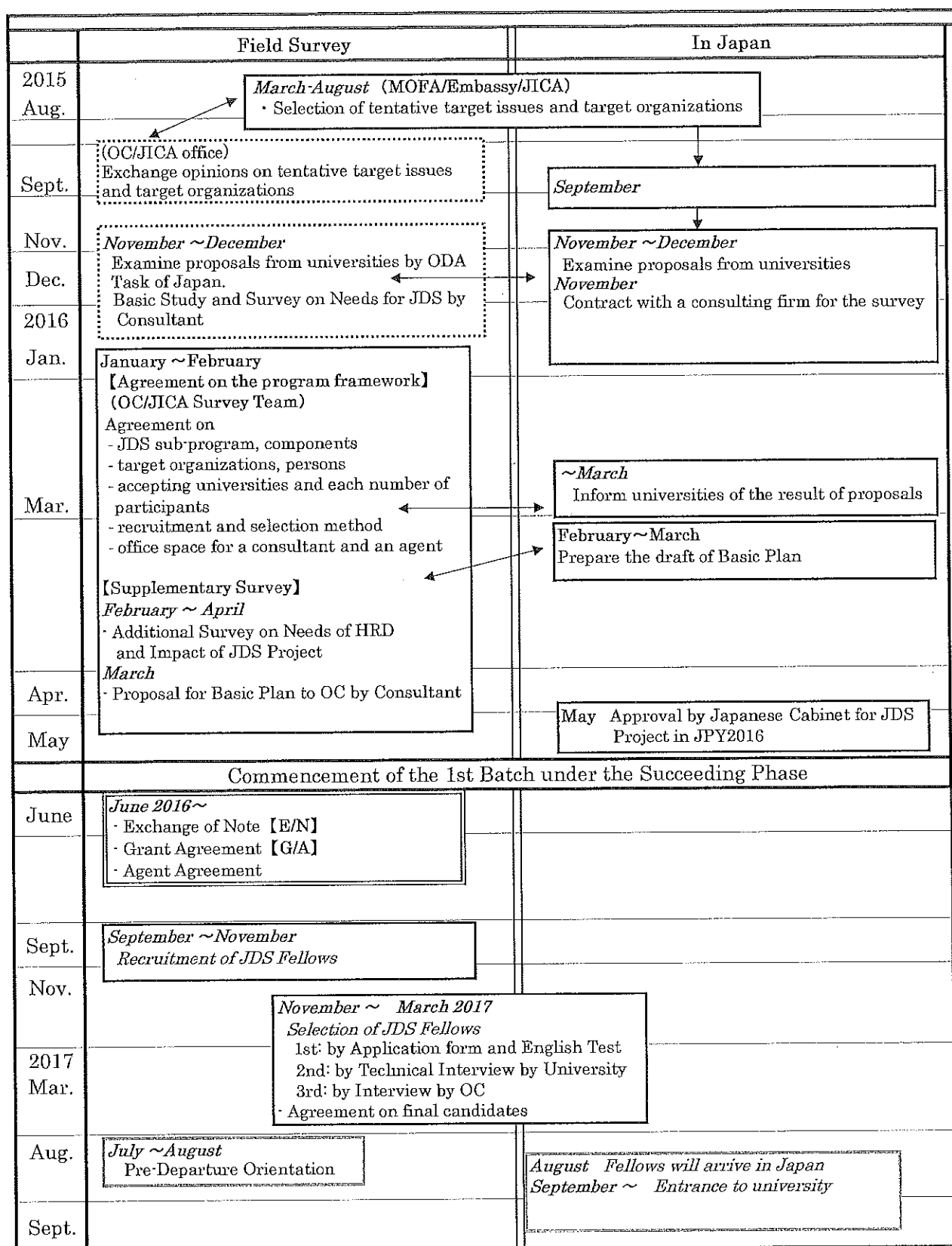
-ANNEX-1: Flowchart of the Preparatory Survey

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

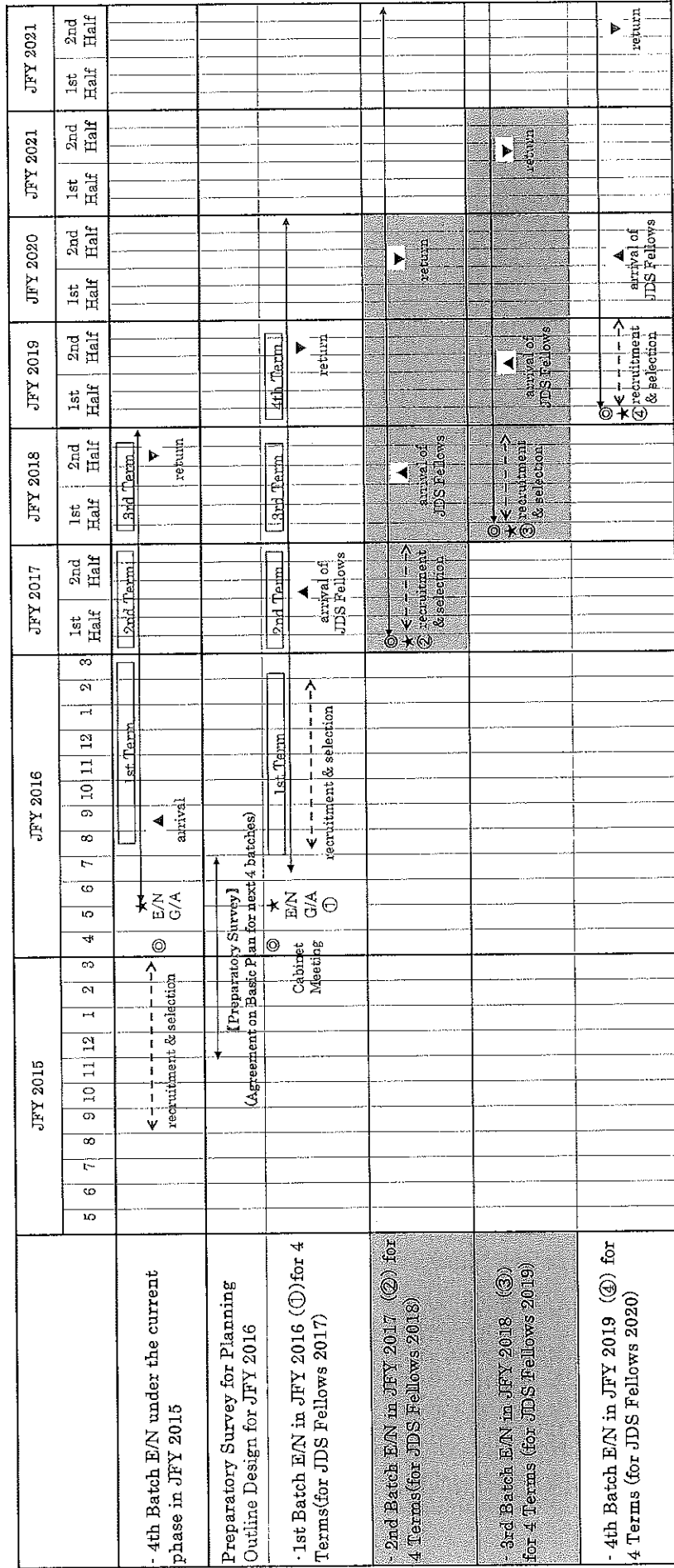
-ANNEX-3: Design of JDS Project for the Succeeding Four Batches (JDS Fellow 2017-JDS Fellow 2020)

-ANNEX-4: The Project for Human Resource Development Scholarship (JDS)-Basic Plan for the Target Priority Area

Flowchart of the Preparatory Survey



Flowchart of JDS Project for the Succeeding Four Batches



◎ : Cabinet Meeting

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

▲ : Arrival

▼ : Return to Laos

Design of JDS Project for the Succeeding Four Batches (JDS Fellow 2017-JDS Fellow 2020)

Sub-program (Target Priority Area)	Component (Development Issue)	Expected Theme of the Research/Possible Fields of Study	Target Organizations	University	Slot
1.Improving Administrative Ability and Institution Building	1-1. Enhancement of Public Administration and Improvement of Legal System	<ul style="list-style-type: none"> -Public Policy -Good Governance -Commercial Law and Civil Law for Economic Development -Legal System for Promoting Trade and Investment -Legal Policy and Legal Stability for Solving Economic Conflicts -Strategy of Human Resource Development 	<ul style="list-style-type: none"> -Government Office -Ministry of Foreign Affairs -Ministry of Home Affairs -Ministry of Planning and Investment -Central Committee for Organization and Personnel -National Academy of Politics and Public Administration -Ministry of Justice -People's Supreme Court -Office of the Public Prosecutor -National Assembly 	International University of Japan (IUJ)	3
				Kobe University	2
	1-2. Enhancement of Public Finance	<ul style="list-style-type: none"> -Fiscal Policy -Management of Public Revenue/Expenditures, Local Finance 	<ul style="list-style-type: none"> -Ministry of Finance -Ministry of Planning and Investment -Bank of Lao P.D.R. 	Yamaguchi University	2
2.Building a Strong Base for Sustained Economic Growth	2-1. Improvement of Economic Infrastructure	<ul style="list-style-type: none"> -Transportation Planning and Road Management -Urban Planning/ Urban Transportation Planning -Water Supply Management -Energy/ Electricity/ Disaster Prevention 	<ul style="list-style-type: none"> -Ministry of Planning and Investment -Ministry of National Resources and Environment -Ministry of Energy and Mines -Ministry of Public Works and Transport -Vientiane Capital 	Hiroshima University	3
	2-2. Economic Policy on Investment / Export Promotion	<ul style="list-style-type: none"> -Promoting Investment/ Export -Establishment of regulation on business environment -SMEs Development -Tourism Promotion 	<ul style="list-style-type: none"> -Ministry of Planning and Investment -Ministry of Finance -Ministry of Industry and Commerce -Ministry of Foreign Affairs -Ministry of Information, Culture and Tourism 	Ritsumeikan University	2
3.Sustainable Agriculture and Rural Development as well as Natural Environment Conservation	3-1. Agriculture and Rural Development	<ul style="list-style-type: none"> -Improvement of Basic Facilities and Living Environment in Rural Inhabitants -Plant techniques -Improvement of Livelihoods of Local Residents -Development of local industry -Food Security 	<ul style="list-style-type: none"> -Ministry of Agriculture and Forestry -Ministry of Industry and Commerce 	Kyushu University	2
	3-2. Natural Environment Conservation	<ul style="list-style-type: none"> -Environmental impact assessment -Effective usage of water resources -Natural Protect Area 	<ul style="list-style-type: none"> -Ministry of National Resources and Environment -Ministry of Agriculture and Forestry -Ministry of Energy and Mines 	University of Tsukuba	2
4.Improvement of Educational Policy		<ul style="list-style-type: none"> -Strategy of Human Resource Development in Education Sector -Quality of Education -Regional Policy of Education -Technology/Vocational Education 	<ul style="list-style-type: none"> -Ministry of Education and Sports 	Hiroshima University	2
5.Improvement of Health Policy		<ul style="list-style-type: none"> -Social Security System -Health Care Finance -Regional Health Care -Human Resource in the field of Health Care -Improvement of Health Policy 	<ul style="list-style-type: none"> -Ministry of Health 	Nagasaki University	2

2

The Project for Human Resource Development Scholarship (JDS)**Basic Plan for the Target Priority Area****Basic Information of Target Priority Area (Sub Program)**

1. Country:
2. Target Priority (Sub-Program) Area:
3. Operating Committee:
 Laos Side: Ministry of Education and Sports, Ministry of Planning and Investment, Ministry of Foreign Affairs, Central Committee for Organization and Personnel, Ministry of Home Affairs
 Japanese Side: Embassy of Japan, JICA Laos Office

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

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

(2) Background and Needs (Position of JDS in Development Plan of Lao P.D.R)**(3) Japan's ODA Policy and Achievement (including the JDS Project)****Relevant Projects and Training Programs of JICA Laos Office:****2. Cooperation Framework****(1) Project Objective**

The objective is to strengthen the government's administrative capacities in the country, through providing opportunities to obtain the Master's degree 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

(2) Project Design

- 1) Overall goal
- 2) Project purpose

(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

Graduate School of X X	X fellows / year	total X fellows / 4 years
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(5) Activity (Example)

Graduate School of XXXXX

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Pre-departure preparation in Laos in order for the smooth study/ research in Japan	
2) During study in Japan	
3) After return	
Utilization of outcome of research	

(6)-1 Inputs from the Japanese Side

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

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

1 batch X fellows × 4 years = X fellows
From the year 2017 (Until 2019) : X fellows, From the year 2018 (Until 2020) : X fellows
From the year 2019 (Until 2021) : X fellows, From the year 2020 (Until 2022) : X fellows

(7) Inputs from the Laos Side

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

(8) Qualifications

- 1) Nationality: Citizens of Lao P.D.R
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Posses a Bachelor Degree from universities authorized by the Government of Lao P.D.R. or other country
- 4) Work Experience:
 - Currently employed in the Target Organization* with permanent status.
 - Has at least 2 (two) years of work experience in the Target Organization, particularly in work relevant to the selected Component, at the time of application.
- 5) Others
 - Have a good command of both written and spoken English.
 - Must be mentally and physically in good health.
 - A person falls under the following items is not eligible to apply
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already taken a master's degree in a foreign country under any kind of scholarship.
 - Those who studied abroad for more than 1 year under any scholarship and returned to Lao P.D.R. during past 2 years at the time of application
 - Military personnel registered on the active list or person on alternative military service.

The Number of JDS Participants to be Accepted for Next Four Years under the JDS Project in Lao P.D.R.

Sub-Program	Components	University	Graduate School	Expected Number of JDS Participants				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1.Improving Administrative Ability and Institution Building	1-1. Enhancement of Public Administration and Improvement of Legal System	International University of Japan	GS of International Relations (GSIR)	3	3	3	3	12
		Kobe University	GS of International Cooperation Studies	2	2	2	2	8
	1-2. Enhancement of Public Finance	Yamaguchi University	GS of Economics	2	2	2	2	8
2.Building a Strong Base for Sustained Economic Growth	2-1. Improvement of Economic Infrastructure	Hiroshima University	GS of Engineering / GS for International Development and Cooperation (IDEC)	3	3	3	3	12
	2-2. Economic Policy on Investment / Export Promotion	Ritsumeikan University	GS of International Relations	2	2	2	2	8
3.Sustainable Agriculture and Rural Development as well as Natural Environment Conservation	3-1. Agriculture and Rural Development	Kyushu University	GS of Bioresource and Bioenvironmental Sciences	2	2	2	2	8
	3-2. Natural Environment Conservation	University of Tsukuba	GS of Life and Environmental Sciences	2	2	2	2	8
4.Improvement of Educational Policy		Hiroshima University	GS for International Development and Cooperation (IDEC)	2	2	2	2	8
5.Improvement of Health Policy		Nagasaki University	GS of Tropical Medicine and Global Health	2	2	2	2	8
Total				20	20	20	20	80

The Project for Human Resource Development Scholarship (JDS)
Basic Plan for the Target Priority Area (Sub Program)

Basic Information of Target Priority Area

1. Country: Lao People's Democratic Republic
2. Target Priority Area (Sub-Program): Improving Administrative Ability and Institution Building
3. Operating Committee: Ministry of Education and Sports, Ministry of Planning and Investment , Ministry of Foreign Affairs, Central Committee for Organization and Personnel (CCOP), Ministry of Home Affairs, Embassy of Japan in the Lao P.D.R., JICA Laos Office

Itemized Table 1-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority Area (Sub-Program): Improving Administrative Ability and Institution Building
2. Component: Enhancement of Public Administration and Improvement of Legal System
3. Target Organization: Government Office, Ministry of Foreign Affairs, Ministry of Home Affairs, Ministry of Planning and Investment, Central Committee for Organization and Personnel (CCOP), National Academy of Politics and Public Administration, Ministry of Justice, People's Supreme Court, Office of Public Prosecutor, National Assembly

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

In Lao P.D.R., it is important to strengthen institution building and appropriate administrative implementation abilities in administration-related institutions from medium and long term perspectives. However, there are few human resources to solve these issues. Also, in the 7th National Socio-Economic Development Plan (NSED) (2011-2015), improvements on governance in government institutions, as well as an ability enhancement of government administrators who act for socio-economy development are picked up as the important issues.

Also, Lao P.D.R. had been actually governed by administrative orders such as government decree and notifications, except for a part of laws, since the founding of nation in 1975 until 1991 when the constitution was created. After 1999, Japan has started its cooperation such as dispatching of experts, through which the lack of quality and quantity in human resources in legal fields of Lao P.D.R. was recognized. Currently, Japan is supporting Lao P.D.R. in improving legal education, internship, and legal practices while developing legal systems of laws of Lao P.D.R.. Although there are three law colleges under the control of the Ministry of Justice, in addition to Faculty of Laws and Political Sciences of National University of Laos, the shortage in human resources with law expertise has been still a big issue.

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

Japan has been providing support to the Target Priority area of 'improving administrative capacity and institution building' under the Goals of Assistance for Lao P.D.R. to 'support capacity development, which is a prerequisite for self-help efforts by Lao P.D.R. to achieve poverty reduction and economic growth.' This component is a part of the efforts to address this Target Priority area. This component is placed to contribute to other development issues in a cross-sectional manner through improvement of

administrative ability and legal system. It is expected to enhance the capacity of government officials in the field of administrative and legal in high and practical level.

The Japanese Grant Aid for Human Resource Development Scholarship (JDS) in Lao P.D.R. has started in 1999. 334 JDS fellows of 1st to 16th batch in total have been sent to Japan under the JDS (29 fellows are for administrative field and 39 fellows are for legal field), and 294 fellows of 1st to 14th batch have successfully accomplished the degrees and returned home as of December 2015.

Relevant Projects and Training Programs of JICA Laos Office

- Project for Human Resource Development in the Legal Sector Phase 2

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in Lao P.D.R., 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 Lao P.D.R.

(2) Project Design

1) Overall goal

To improve the ability of the related administrative institutions concerning administrative system building and appropriate administrative execution, building of legal systems of the commercial law/civil law, trade/investment law for the economic development, and policy making and institution building in relation to solving economic conflicts by developing human resources through this project.

2) Project purpose

To improve the abilities of building administrative systems and appropriate administrative execution at the target organizations, to improve the capacity of human resources who are in charge of building legal systems of commercial law/civil law, trade/investment law for economic development, planning and implementing solutions for economic conflicts.

(3) Verifiable Indicators

- 1) JDS Fellows' obtaining Master's degrees
- 2) Improvement of JDS returned fellows' analysis/policy making/project operation and management skills
- 3) Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows

(4) Number of JDS Fellows and Accepting University

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

(5) Activity (Example)

Graduate School of International Relations, International University of Japan

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To prepare for the smooth research after coming to Japan, the training to strengthen	• Before enrollment, courses on such subjects as Basic Mathematics, Basic Economics will be offered either in

participants' basic capacity is provided before enrollment.	scholars' countries or in Japan.
2) During study in Japan	
To accumulate theoretical bases to formulate administrative/public policy.	<ul style="list-style-type: none"> • The first-year students are to learn theories of public policies intensively with a focus on Public Administration and Public Management, and systematically comprehend basic knowledge of formulating / implementing / managing public policies that are necessary for administrators. • JDS Fellows are to learn theories of Political Science and Economics that complement knowledge of Public Policy.
To acquire the ability of Public Management which is necessary for promoting public policy.	<ul style="list-style-type: none"> • PMPP in the second year focuses more on providing applied coursework. JDS Fellows are to learn how theoretical knowledge they obtained in the first year can be effectively applied to evaluate, manage, and administer policy options in various social environments. • JDS Fellows will visit Japanese Parliament, central ministries, local prefectures and towns, as well as public facilities such as dams and roadside stations.
To acquire practical skills for implementing administrative management and governance.	<ul style="list-style-type: none"> • IUJ regularly invites special lecturers from public institutions in Japan as well as foreign countries to give lectures on the implementation of public policies, and JDS Fellows will participate in it. • JDS Fellows will take part in lectures on Japanese economy and international financial market jointly held by IUJ and private financial institutions.
To improve the ability to analyze policy issues.	<ul style="list-style-type: none"> • Though writing master's thesis, JDS Fellows set specific policy challenges which need to be tackled in their home countries, and receive guidance from faculty members to further improve analytical skills.
To form international visions and networks.	<ul style="list-style-type: none"> • IUJ provides an international environment where students of over 40 different countries live. Students can interact with foreign students and faculty members, and at times, have comparative discussions of each other's countries.
3) After return	
To sustain returned Fellows' improvement of knowledge, theory, and skills, as well as strengthen mutual understanding of JDS	<ul style="list-style-type: none"> • JDS Fellows will participate in follow-up training held by faculty members in their countries, and joint seminars held by current and new JDS Fellows.

Fellows' knowledge / experience, and network.	<ul style="list-style-type: none"> • With a possibility of cooperation from public institutions, joint research projects between returned JDS Fellows and faculty members will be facilitated.
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Graduate School of International Cooperation Studies, Kobe University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To study beforehand and gather information which are necessary for acquiring professional degrees	JDS Fellows are to do the preparatory tasks sent from academic advisors for acquiring professional degrees, and receive guidance about preparatory resource acquisition for writing Master's thesis.
2) During study in Japan	
To acquire the comparative legal knowledge particularly in the areas of economic and social laws which are directly relevant to legal reforms in Laos.	<ul style="list-style-type: none"> • JDS Fellows to take lectures and seminars specializing in the comparative legal analysis on legal reforms in Asian and transition economies, covering varieties of issues of public law, civil and commercial law, and social law under the Law and Development Program. • JDS Fellows to take basic economics lectures, Politics, and International Relations which enables to enhance general knowledge on market economy as the basis for studying socio-economic law. • JDS Fellows to deepen understandings by participating in lectures by visiting lecturers who are researchers, legal professionals and experts who specialized in market economy and assistance to transition economy. • A variety of lectures on the comparative law at the School of Law of Kobe Universities.
To acquire the objective comparative attitude to the issues of legal reforms beyond political pressures.	<ul style="list-style-type: none"> • JDS Fellows to take lectures and seminars in the area of international public law in the International Law Program. • JDS Fellows to visit the International Cooperation Department of the Ministry of Justice of Japan as well as researchers, ex-judges, prosecutors and attorneys who have experience in assisting law and judicial reforms in socialist market reform countries. Then, an introductory training program to be provided by the experts in the field of Japanese ODA legal technical assistance. • JDS Fellows to identify the problems in the target issues through active learning such as oversea fieldworks and internships at ODA related bodies.
To acquire the objective comparative	<ul style="list-style-type: none"> • JDS Fellows to take lectures and seminars specializing

attitude to the issues of accountability and decentralization.	in the comparative public administration, local government, comparative institutional design, and other public administration/ public policy related subjects under the Politics and Area Studies Program.
To deepen the thoughts on challenges of legal reforms beneficial to market economy, better accountability, and capacity building of local governments after decentralization reform.	<ul style="list-style-type: none"> • JDS Fellows will take specialized lectures / exercise or overseas training regarding Comparative Administration, Local Administration, and Comparative System in the Politic / Regional Research Program. • On writing thesis, JDS Fellows will receive language supports by an English instructor and supports on collecting research materials and translation by a tutor.
3) After return	
To update JDS Fellows' specialized knowledge.	<ul style="list-style-type: none"> • Academic supervisors hold follow-up seminars focusing on effect analysis of supports on legal reforms when they visit Laos as a part of research activities. Returned fellows are to participate in it.

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

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

1 batch 5 fellows × 4 years = 20 fellows
From the year 2017 (Until 2019): 5 fellows, From the year 2018 (Until 2020): 5 fellows
From the year 2019 (Until 2021): 5 fellows, From the year 2020 (Until 2022): 5 fellows

(7) Inputs from the Lao Side

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

(8) Qualifications

1) Work Experience -Regular employee engaged in upgrading / applying systems, policy making at Target Organizations -Has more than 2 years technical experience in the field of upgrading / applying systems, policy making 2) Others -Nationality: Citizens of Lao P.D.R. -Age: 22-39 years old (as of April 1 of the year of arrival) -Those who are not enlisted as a military personnel -Understand the project's objective correctly and has clear intension for contributing to the development of one's own country upon completing a course and returning -Has not been awarded foreign scholarships and obtained Master's degree. Also, currently not receiving, nor scheduled to receive, foreign scholarships.

- Must be in good health, both mentally and physically
- Have a good command of English at graduate school level

Itemized Table 1-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Improving Administrative Ability and Institution Building
2. Component: Enhancement of Public Finance
3. Target Organization: Ministry of Finance, Ministry of Planning and Investment, Bank of Lao P.D.R.

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

Capacity building of formulating and implementing economic policies, management of public finances, reformation of financial systems should be further enhanced as cross-sectional issues to support and realize continuous economic growth and poverty reduction in Lao P.D.R. However, there are few human resources to solve these issues.

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

Japan has been providing support to the Target Priority area of 'improving administrative capacity and institution building' under the Goals of Assistance for Lao P.D.R. to 'support capacity development, which is a prerequisite for self-help efforts by Lao P.D.R. to achieve poverty reduction and economic growth.' This component is a part of the efforts to address this Target Priority area.

Japan has been supporting to summarize annual financial reports, develop and improve methods for examining, monitoring and evaluating PIP under Project for Establishing Public Investment Plan under NSEDP, to promote and establish such methods in the planning sectors of all the ministries and all provinces, by sending advisor of financial statistics/financial policy to the Ministry of Finance. It is expected to enhance the capacity of government officials who contribute to the proper financial operation including national revenue and expenditure management, local finances, fiscal policies and budget control through this component under JDS.

The Japanese Grant Aid for Human Resource Development Scholarship (JDS) in Lao P.D.R. has started in 1999. 334 JDS fellows of 1st to 16th batch in total have been sent to Japan under the JDS (127 fellows are in the field of Economics / Management), and 294 fellows of 1st to 14th batch have successfully accomplished the degrees and returned home as of December 2015.

Relevant Projects and Training Programs of JICA Laos Office

- Financial Statistics and Policy Advisor (August 2014 – August 2016)
- Project for Establishing Public Investment Plan under NSEDP (March 2012 – September 2016)

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in Lao P.D.R., 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 Lao P.D.R.

(2) Project Design

1) Overall goal

To improve the ability of the government agencies to manage the finance properly including national revenue and expenditure management, local finances, fiscal policies and budget control through the capacity building of this project.

2) Project purpose

To improve the capacity of human resource at the target organizations responsible for proper fiscal operation including national revenue and expenditure management, local finances, fiscal policies and budget control.

(3) Verifiable Indicators

1) JDS Fellows' obtaining Master's degree

2) Improvement of JDS returned fellows' analysis/policy making/project operation and management skills

3) Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows

(4) Number of JDS Fellows and Accepting University

Graduate School of Economics, Yamaguchi University

2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)

Graduate School of Economics, Yamaguchi University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To deepen the knowledge on ones' own topic before entering to the course to conduct the research smoothly.	• A preparatory instruction course on the basic knowledge of Economics and Finance is provided before coming to Japan.
2) During study in Japan	
To acquire the knowledge and ability required to make public policies for sustainable economic growth and poverty reduction.	• JDS Fellows are to take courses in Economics, Public Economics, Development Economics, International Economics, etc., in order to acquire the knowledge required for economic policy and development.
To acquire the knowledge and ability required to make efficient and effective economic policies.	• JDS Fellows to take courses in Program Evaluation, Cost Benefit Analysis, etc., in order to acquire the knowledge and ability for making and evaluating effective and efficient policy. • A special lecture of Mathematics is provided.
To acquire the knowledge and ability regarding financial management of central and local government.	• JDS Fellows are to take courses in Public Finance, Local Government Finance in order to acquire the knowledge of Finance for public administrators. • JDS Fellows are to take courses in proper debt management such as Public Debt Management .
To acquire the knowledge and ability regarding public administration.	• JDS Fellows to take courses in Public Policy, Public Administration and Principle of Administrative Law in order to acquire the knowledge and ability required in the public administration. • JDS Fellows are to attend a seminar for the comparative

	<p>analysis of administration systems of developing countries.</p> <ul style="list-style-type: none"> • JDS Fellows are to participate in a training program held in the central administrative institutions.
To examine a solution towards development issues through completing Master's thesis.	<ul style="list-style-type: none"> • Academic writing course is offered as a compulsory subject. • JDS Fellows are to write theses getting advices from academic advisors on selecting the theme and writing thesis which contributes to solving the issues of the country. • JDS Fellows are to conduct interim thesis presentations at their belonging organization in Laos and obtain comments and advices from their supervisor. Through this activity, they aim to deepen their research contents, confirm their coherence with issues of their country and their solutions, correct the course of a plan if necessary. Then, it would be connected to the actual policy making in a concrete and practical way, which is required in Laos.
3) After return	
To update JDS Fellows' specialized knowledge.	<ul style="list-style-type: none"> • Faculties are to deliver a follow-up seminar to understand and think of solutions for the problems that JDS Fellows face after returning to their own country.

(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)
- 3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support)

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

1 batch 2 fellows × 4 years = 8 fellows

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

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

(7) Inputs from the Lao Side

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

(8) Qualifications (Tentative)

- 1) Work Experience
 - Regular employee engaged in upgrading/applying systems, policy making at Target Organizations
 - Has more than 2 years of technical experience in the field of upgrading/applying systems, policy making
- 2) Others

- Nationality: Citizens of Lao P.D.R.
- Age: 22-39 years old (as of April 1st of the year of arrival) in principle
- Those who are not enlisted as a military personnel
- Understands the project's objective correctly and has clear intension for contributing to the development of one's own country upon completing a course and returning
- Has not been awarded foreign scholarships and obtained Master's degree. Also, currently not receiving nor planned to receive foreign scholarships.
- Must be in good health, both mentally and physically
- Has a good command of English at graduate school level

The Project for Human Resource Development Scholarship (JDS)
Basic Plan for the Target Priority Area (Sub Program)

Basic Information of Target Priority Area

1. Country: Lao People's Democratic Republic
2. Target Priority (Sub-Program) Area: Building a Strong Base for Sustained Economic Growth
3. Operating Committee: Ministry of Education and Sports, Ministry of Planning and Investment , Ministry of Foreign Affairs, Central Committee for Organization and Personnel (CCOP), Ministry of Home Affairs, Embassy of Japan in the Lao PDR, JICA Laos Office

Itemized Table 2-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Building a Strong Base for Sustained Economic Growth
2. Component: Improvement of Economic Infrastructure
3. Target Organization: Ministry of Planning and Investment, Ministry of Energy and Mines, Ministry of Public Works and Transport, Ministry of National Resources and Environment, Vientiane Capital

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

In Lao P.D.R., the essential infrastructure for improving the life environment, such as people's access to markets, education and medical care is insufficient, affected by its mountainous geographic condition stretching long from north to south. Also, for the economic development of Laos, it is vital to further develop hydroelectric power generation, which has become the country's major industry utilizing affluent water resources and a large elevation difference. In addition to that, it is also vital to improve the international competitiveness based on the activation of private sectors and the enticement of foreign direct investments. However, the foundation for economic development is fragile with inadequate infrastructures being pointed out as a blocking factor. Besides, in Vientiane Capital with more than 10% of the nation's population, there is a pressing need for managing a development plan that is compatible with the capital function, low carbon development and infrastructure development, including water and sewage systems and waste disposal in the midst of a rapidly increasing number of automobiles and direct investment from other countries.

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

Japan has been providing support to the Target Priority area 'developing socio-economic infrastructure and effectively utilizing existing infrastructure', under one of the Goals of Assistance for Lao P.D.R., 'driving force for independent, sustained growth'. This component is part of the efforts to address this Target Priority area. In addition to Grant Aid and Yen loan, Japan has been providing experts in the areas of human resources development, organizational strengthening, and institution building, so that the existing infrastructure, including facilities constructed with Japanese assistance, will be maintained and managed properly with profitability of the project. JDS project is expected to enhance the capacity of policy-making of social infrastructure development in general, concentrating on road administration and urban environment maintenance, especially through the approach of socioeconomic infrastructure development and engineering.

The Japanese Grant Aid for Human Resource Development Scholarship (JDS) in Lao P.D.R. has started in 1999. 334 JDS fellows of 1st to 16th batch in total have been sent to Japan under the JDS (27 fellows are for this field), and 294 fellows of 1st to 14th batch have successfully accomplished the degrees and returned home as of December 2015.

Relevant Projects and Training Programs of JICA Laos Office:

- Planning Advisor to Cabinet Office, Ministry of Public Works and Transport (to be dispatched in July 2016)
- The Project for Urban Development Management (September 2013 to September 2016)
- Capacity Development Project for Improvement of Management Ability of Water Supply Authorities (August 2012 to August 2017)
- Project for Improvement of the Road Management Capability (September 2011 to September 2017)
- Project to Enhance the Capacity of Vientiane Capital State Bus Enterprise (to be implemented from June 2016)
- Project for Urban Water Environment Improvement in Vientiane Capital (October 2014 to October 2017)
- Thakhek Water Supply Development Project
- Project for Construction of Sekong Bridge on NR16B in the Southern Region of Laos
- The Project for Improvement of the National Road Route 9
- Vientiane International Airport Terminal Expansion Project
- Southern Region Power System Development Project
- Nam Ngum 1 Hydropower Station Expansion Project

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in Lao P.D.R. 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 socioeconomic development of the country. It also aims to build a human network, and eventually strengthen the bilateral relationship/partnership between Japan and the Lao P.D.R.

(2) Project Design

1) Overall goal

To ensure that the related government agencies to improve the ability regarding policy making and institution building in relation to social infrastructure development by developing human resources through this project.

2) Project purpose

To ensure that people at the target organizations responsible for social infrastructure development in general centered in road administration and urban environment maintenance improve the capacity for policy making.

(3) Verifiable Indicators

- 1) JDS Fellows' obtaining Master's degrees
- 2) Improvement of JDS returned fellows' analysis/policy making/project operation and management skills
- 3) Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows

(4) Number of JDS Fellows and Accepting University

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

(5) Activity (Example)**Graduate School for International Development and Cooperation, Hiroshima University**

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To prepare for the smooth research after coming to Japan, the training to strengthen Fellows' basic capacity is provided before enrollment.	<ul style="list-style-type: none"> • JDS Fellows will be provided with textbooks depending on their majors, with which they organize technical and political issues for a sustainable infrastructure development and submit reports on countermeasures for each issue. Professors will check them and give some advices.
2) During study in Japan	
To acquire the fundamental knowledge on sustainable society and infrastructure construction, and improve comprehension and analytical skills on vulnerability of infrastructure.	<ul style="list-style-type: none"> • JDS Fellows' interdisciplinary knowledgebase is fostered for designing sustainable infrastructure system through systematic theory and PBL (problem-based learning), which is based on effective combination of lecture, group work, and debate, etc. • JDS Fellows are to take lectures in their majors such as "Regional and Urban Development Planning", "Forest Management and Ecosystem Conservation" and "Natural Disaster Management".
Through the practical lessons of problem-solving policy, institution and development technology with the interdisciplinary knowledge on the above perspectives, analytical skills and methods to evaluate the effectiveness and feasibility of policy and technology measures will be mastered.	<ul style="list-style-type: none"> • JDS Fellows are to practice case studies for problem solving for policy, regulations and development techniques. • JDS Fellows will be encouraged to conduct a field research by using the existing internship programs.
To strengthen presentation and communication skills.	<ul style="list-style-type: none"> • JDS Fellows are to participate in domestic and international academic conferences and PBL education program, etc. in which group work discussions and presentations, as well as debates, are included.
To strengthen a policy making and practical implementation ability.	<ul style="list-style-type: none"> • JDS Fellows are required to join the seminar held by their main-supervisor and gain basic skills to write a thesis through their own research. They can receive more deliberate supervisions from other sub-supervisors to refine the research contents and advance the research methodologies.

	<ul style="list-style-type: none"> • JDS Fellows are provided with special English language courses to obtain basic skills in writing academic papers. In addition, JDS students can utilize English proofreading by native speakers on their Master's theses. • Ph.D. student as a mentor is assigned to every JDS Fellow. They obtain appropriate advices and ample supports on their research from their mentor.
3) After return	
To make sure that JDS Fellows' knowledge and skills which were acquired during the study in Japan are used in the most effective and suitable ways for their work.	<ul style="list-style-type: none"> • Faculty is to conduct a feedback seminar within 1-2 years after their graduation. JDS Fellows will gather the latest information of their major through feedback seminars, apply and utilize it for further formulation and implementation of policies.

(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)
3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support)

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

1 batch 3 fellows × 4 years = 12 fellows
From the year 2017 (Until 2019): 3 fellows, From the year 2018 (Until 2020): 3 fellows
From the year 2019 (Until 2021): 3 fellows, From the year 2020 (Until 2022): 3 fellows

(7) Inputs from the Lao Side

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

(8) Qualifications

1) Work Experience -Regular employee engaged in upgrading/applying systems, policy making at Target Organizations -Has more than 2 years of technical experience in the field of upgrading/applying systems, policy making 2) Others -Nationality: Citizens of Lao P.D.R. -Age: 22-39 years old (as of April 1 st of the year of arrival) -Those who are not enlisted as a military personnel -Understands the project's objective correctly and has a clear intension for contributing to the development of his/her own country upon completing a course and returning -Has not been awarded foreign scholarships and obtained a Master's degree. Also, currently not receiving, or has a plan of receiving, foreign scholarships. -Must be in good health, both mentally and physically -Has a good command of English at graduate school level

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

1. Target Priority (Sub-Program) Area: Building a Strong Base for Sustained Economic Growth
2. Component: Economic Policy on Investment / Export Promotion
3. Target Organization: Ministry of Planning and Investment, Ministry of Foreign Affairs, Ministry of Finance, Ministry of Industry and Commerce, Ministry of Information, Culture and Tourism

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

Despite the fact that the government of Lao P.D.R. has been implementing various approaches to promote economic development by capital import, related systems are not fully developed, and investment procedures remain unclear and cumbersome. Also, there are still various cumbersome issues such as undeveloped measures for resolving conflicts, undeveloped trade related information including statistics, extremely complicated customs and trade procedures that prevent creating an attractive environment for investors. In order to promote trade and investment, the development and promotion of corresponding industry is crucial. However, there is still lack of administrative efforts, such as making effective promotion policies for potential industries, quality control or introduction of international standards for expanding exports.

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

Japan has been providing support to the Target Priority area, 'Institution building and human resources development for enhancing the private sector' under one of Goals of Assistance for Lao P.D.R., 'support foundation building for the economic growth with a view to promoting economic growth constituting the driving force for independent, sustained growth'. This Component in JDS is placed as an issue that contributes to promoting investment/export for building a strong base for socio economic development. In this regard, it is expected to enhance the capacity of government officials who contribute to formulating economic policies related to enhancing the private sector, luring and developing small and medium-sized enterprises (SMEs), and providing sound and attractive business environment.

The Japanese Grant Aid for Human Resource Development Scholarship (JDS) in Lao P.D.R. has started in 1999. 334 JDS fellows of 1st to 16th batch in total have been sent to Japan under the JDS (69 fellows are in the field of Economy which is related to this field), and 294 fellows of 1st to 14th batch have successfully accomplished the degrees and returned home as of December 2015.

Relevant Projects and Training Programs of JICA Laos Office:

- Financial Statistics and Policy Advisor (August 2014 to August 2016)
- Strengthening of governance and trade facilitation in the field of customs (November 2013 to October 2017)
- The Project on Capacity Building for Supporting Private Sector Development and Japanese Investment in Lao P.D.R. through Laos-Japan Institute (LJI) of National University of Laos (NUOL) (September 2014 to August 2019)

2. Cooperation Framework**(1) Project Objective**

The objective is to strengthen the government's administrative capacities in Lao P.D.R., 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 Lao P.D.R.

(2) Project Design

1) Overall goal

To ensure that the government agencies to improve the ability regarding policy making and institution building in relation to investment and export, such as enhancing the private sector, luring and developing small and medium-sized enterprises (SMEs), and providing sound and attractive business environment by developing human resources through this project.

2) Project purpose

To ensure that people at the target organizations responsible for investment and export, enhancing the private sector, luring and developing small and medium-sized enterprises (SMEs), and providing sound and attractive business environment.

(3) Verifiable Indicators

1) Ratio of JDS fellows who obtain Master's degree

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

3) Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows.

(4) Number of JDS Fellows and Accepting University

Graduate School of International Relations, Ritsumeikan University

2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)

Graduate School of International Relations, Ritsumeikan University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To strengthen JDS Fellows' basic knowledge which is necessary for research after coming to Japan.	<ul style="list-style-type: none"> Recommended textbooks in Micro and Macro-Economics will be introduced, encouraging the student's acquisition of knowledge in fundamental Economics. In addition, self-study textbooks will be recommended to JDS Fellows with lower English language skills and proficiency in mathematics.
2) During study in Japan	
To acquire theory and fundamental knowledge which is necessary for creating policy for the promotion of industry and regional development.	<ul style="list-style-type: none"> JDS Fellows to acquire information and knowledge of fundamental economics, the history of the promotion of industry, management of private enterprises, regional development policy, etc., through courses including Introduction to Economics, Micro-Economics, Macro-Economics, and Development Finance Theory.
To acquire professional ability of application and implementation through lectures, seminars, field studies, presentations.	<ul style="list-style-type: none"> JDS Fellows to acquire problem solving skills in order to analyze socioeconomic issues associated with the development process including poverty, the environment, and economic self-reliance and stability through courses

	<p>such as International Trade and Investment Theory, Development Economics, and Development Strategies for Regional Integration (Growth Theory, Industrial Development policy).</p> <ul style="list-style-type: none"> • Faculty is to conduct “Professional Training” to teach the growth mechanisms of Japan’s economy and the roles played by both the public and private sectors. JDS Fellows to gain an understanding of Japan’s experience in economic growth while also acquiring knowledge of useful practical examples. • JDS Fellows are to participate in industry development management seminars, and comprehend Japanese companies’ corporate identity, Japanese way of manufacturing, basic knowledge of practical business administration, and actions taken for strengthening private sectors such as visiting production sites, exchanging opinions with local companies, and business support system from theoretical and practical perspective. • JDS Fellows are to learn problem analysis methods and policy creation skills through courses such as Evaluation of Public Policy by JICA visiting professors in order to increase their ability to create and develop policy (administrative ability) based on theory. • JDS Fellows are to take a special lecture themed on “Economy and Investment Environment of Laos” by an outside lecturer. • In cooperation with administrative institutions, JDS Fellows will pay visits and participate in seminars on administrative issues such as local industry promotion and supports for small business, trade and manufacture. • JDS students to further supplement and strengthen their practical skills through extra-curricular courses provided by specialists in policy creation and evaluation, such as Project Cycle Management (PCM) Training.
To improve the ability to formulate policies through writing a thesis.	<ul style="list-style-type: none"> • JDS Fellows to acquire skills for structuring thesis and research methods in early stage of learning, and improve English based thesis writing ability by taking “Academic Writing I, and II”. They can also get support such as proofreading. • JDS Fellows also to learn statistical analysis methods through lectures.
3) After return	•
To update the professional knowledge gained during the study in Japan by	<ul style="list-style-type: none"> • JDS Fellows are to get the latest information on their field of major from their advisors.

follow-up seminars.	• JDS Fellows are to contribute to their institution the result of their study in Japan.

(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)
- 3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support)

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

1 batch 2 fellows × 4 years = 8 fellows

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

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

(7) Inputs from the Lao Side

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

(8) Qualifications

1) Work Experience

- Regular employee engaged in upgrading/applying systems, policy making at Target Organizations
- Has more than 2 years of technical experience in the field of upgrading/applying systems, policy making

2) Others

- Nationality: Citizens of Lao P.D.R.
- Age: 22-39 years old (as of April 1st of the year of arrival)
- Those who are not enlisted as a military personnel
- Understand the project's objective correctly and has a clear intension for contributing the development of his/her own country upon completing a course and returning
- Has not been awarded foreign scholarships and obtain Master's degree. Also, currently not receiving or scheduled to receive foreign scholarships.
- Must be in good health, both mentally and physically
- Have a good command of English at graduate school level

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Lao People's Democratic Republic
2. Target Priority (Sub-Program) Area: Sustainable Agriculture and Rural Development as well as Natural Environment Conservation
3. Operating Committee: Ministry of Education and Sports, Ministry of Planning and Investment , Ministry of Foreign Affairs, Central Committee for Organization and Personnel (CCOP), Ministry of Home Affairs, Embassy of Japan in the Lao PDR, JICA Laos Office

Itemized Table 3-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Sustainable Agriculture and Rural Development as well as Natural Environment Conservation
2. Component: Agriculture and Rural Development
3. Target Organization: Ministry of Agriculture and Forestry, Ministry of Industry and Commerce

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

- 1.1. People in rural areas in Laos usually dedicate in self-sufficient agriculture and forestry, but their yields vary according to the weather. Also, they have limited access to agricultural techniques and market information. In addition, they have difficulties in selling their products due to an inadequate basic infrastructure and this expands the disparities among people in rural areas, cities and Mekong River watershed plains. The government of Laos is to focusing on improvement of productivity/spread of producing commercial crops.

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

Japan has been providing support to the Target Priority area, 'developing rural regions and sustainable use of forest resources' under one of Goals of Assistance for Lao P.D.R., 'support Laos in its steady steps towards the achievement of the Millennium Development Goals (MDGs) with a view to promoting the reduction of poverty from standpoint of 'human security'. This component is a part of the efforts to address this Target Priority area and it is placed under the issue of building a strong base for socio economic development. In this regard, it is expected to enhance the capacity in the fields of improvement of agricultural facilities, residential environment and livelihoods in rural areas, spreading the commercial crops/cultivation techniques/improvement of productivity, development of local industries including business on agriculture commodities and agricultural and forest preservation.

The Japanese Grant Aid for Human Resource Development Scholarship (JDS) in Lao P.D.R. has started in 1999. 334 JDS fellows of 1st to 16th batch in total have been sent to Japan under the JDS (37 fellows are for this field), and 294 fellows have successfully accomplished the degrees and returned home as of December 2015.

Relevant Projects and Training Programs of JICA Laos Office:

- Lao Organic Agriculture Promotion Project (2013.09~2016.09)
- Agricultural Policy Advisor (2015.07~2017.07)

- The Project for Strengthening Research and Development on Fisheries and Aquaculture

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in Lao P.D.R. 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 Lao P.D.R.

(2) Project Design

1) Overall goal

To ensure that the government agencies to improve the ability regarding policy making and institution building in relation to improvement of agricultural facilities, residential environment and livelihoods in rural areas, spreading the commercial crops/cultivation techniques/improvement of productivity, development of local industries including business on agriculture commodities, and agricultural and forest preservation by developing human resources through this project.

2) Project purpose

To ensure that people at the target organizations responsible for policymaking and institution building in relation to improvement of agricultural facilities, residential environment and livelihoods in rural areas, spreading the commercial crops/cultivation techniques/improvement of productivity, development of local industries including business on agriculture commodities, and agricultural and forest preservation.

(3) Verifiable Indicators

- 1) JDS Fellows obtain Master's degree
- 2) Improvement of JDS returned fellows' analysis/policy making/project operation and management skills
- 3) Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows

(4) Number of JDS Fellows and Accepting University

Graduate School of Bioresource and Bioenvironmental Sciences, Kyushu University
2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)

Graduate School of Bioresource and Bioenvironmental Sciences, Kyushu University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To acquire in advance the basic knowledge needed to the research in Japan	<ul style="list-style-type: none"> • To supervise on preparation about the learning materials and study contents and dispatch professor for pre-arrival supervision in relation to the research context as necessary.
2) During study in Japan	
To deepen knowledge of policies and technology for agriculture, forestry, and fishery farming.	<ul style="list-style-type: none"> • JDS participants to acquire technical knowledge through studying subjects, such as international rural development, and biological resources utilization, and soil and water environment. • Special and intensive lectures by oversea lecturers are provided in parallel to the main course.

To improve the ability of taking measures and practical research to the target issues in the areas of agriculture and rural development and policy development process and practices related to food security, agricultural productivity, market economy, and the high added value production.	<ul style="list-style-type: none"> • Faculty conducts various individual seminars such as research trips and visiting research centers or farmers in the field of agriculture and fisheries. (e.g. ecotourism and agricultural product sales)
To acquire the research methods and to complete the Master thesis.	<ul style="list-style-type: none"> • Research skills seminars such as survey methodology, academic writing skills, and presentation practice are conducted.
3) After return	
The knowledge acquired during studying in Japan is applied more effectively. Technical knowledge is updated by follow-up activities	<ul style="list-style-type: none"> • Supervisors to continue to guide the graduates and support them to submit a journal article based on data and analysis conducted during the program. • Faculty organizes follow-up seminars in the graduates' home countries, where they can have an opportunity to discuss and inspire their further research.

(6)-1 Inputs from the Japanese Side

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

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

1 batch 2 fellows × 4 years = 8 fellows
From the year 2017 (Until 2018) : 2 fellows, From the year 2018 (Until 2020) : 2 fellows
From the year 2019 (Until 2021) : 2 fellows, From the year 2020 (Until 2022) : 2 fellows

(7) Inputs from the Lao Side

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

(8) Qualifications

1) Work Experience -Regular employee engage in upgrade/apply systems, policy making at Target Organizations -Has more than 2 years technical experience in the field of upgrade/apply systems, policy making 2) Others -Nationality: Citizens of Lao P.D.R. -Age: 22-39 years old -Those who are not enlisted as a military personnel -Understand the project's objective correctly and has clear intension for contributing the development of own country upon complete a course and return
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- Has not been awarded foreign scholarships and obtain Master's degree. Also, currently not be awarded foreign scholarships or will not be.
- Must be in good health, both mentally and physically
- Have a good command of English at graduate school level

Itemized Table 3-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Sustainable Agriculture and Rural Development as well as Natural Environment Conservation
2. Component: Natural Environment Conservation
3. Target Organization: Ministry of Natural Resources and Environment, Ministry of Agriculture and Forestry, Ministry of Energy and Mines

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

From a global perspective, the land of Lao P.D.R. where mostly mountainous with an altitude of around 200 to 3,000 meters has an abundance of forest resources with diverse kinds of trees and many rare animals and plants. In recent years, the economy of Lao P.D.R. has been rapidly growing due to foreign direct investment in hydroelectric power generation and mining and afforested area development, which substantially affects the usage of land and forests. Therefore, there is a pressing need to take measures for forest conservation in line with the present situation and to sustainable use of water resources. In addition, the recent economic growth has accelerated urbanization in Vientiane Capital and regional core cities. Due to increases in population and the number of automobiles as well as overcrowded conditions, the issues of environmental impact, pollution that associated with urbanization have been surfacing—particularly in Vientiane—including traffic congestion, air pollution and deteriorating water quality due to domestic water.

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

Japan has been providing support to the Target Priority area, 'developing rural regions and sustainable use of forest resources' under one of Goals of Assistance for Lao P.D.R., 'support Laos in its steady steps towards the achievement of the Millennium Development Goals (MDGs) with a view to promoting the reduction of poverty from standpoint of human security'. This component is a part of the efforts to address this Target Priority area and it is placed under the issue of building a strong base for socio economic development. In this regard, it is expected to enhance the capacity of policy-making and institution building in the areas of forest environment preservation and the effective use of water resources.

The Japanese Grant Aid for Human Resource Development Scholarship (JDS) in Lao P.D.R. has started in 1999. 334 JDS fellows of 1st to 16th batch in total have been sent to Japan under the JDS and 294 fellows have successfully accomplished the degrees and returned home as of December 2015.

Relevant Projects and Training Programs of JICA Laos Office:

- Sustainable Forest Management and REDD+ Support Project (2014.10~2020.09)
- Project for Improvement of Equipment and Facilities on Meteorological and Hydrological Services in Lao PDR

2. Cooperation Framework

(1) Project Objective

The objective is to strengthen the government's administrative capacities in Lao P.D.R. 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 Lao P.D.R.

(2) Project Design

1) Overall goal

To ensure that the government agencies to improve the ability regarding policy making and institution building in relation to forest environment preservation and the effective use of water resources by developing human resources through this project.

2) Project purpose

To ensure that people at the target organizations responsible for policymaking and institution building in relation to forest environment preservation and the effective use of water resources.

(3) Verifiable Indicators

1) JDS Fellows obtain Master's degree

2) Improvement of JDS returned fellows' analysis/policy making/project operation and management skills

3) Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows

(4) Number of JDS Fellows and Accepting University

Graduate School of Life and Environmental Sciences, University of Tsukuba

2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)

Graduate School of Life and Environmental Sciences, University of Tsukuba

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To conduct pre-arrival seminar to support for the smooth start of the study and research.	<ul style="list-style-type: none">JDS participants receive necessary information of the faculty and select an academic supervisor.Prospective supervisors to instruct JDS participants to learn Basic Mathematics, Statistics, and Data Analysis upon necessity.
2) During study in Japan	
To acquire expert knowledge related to their thesis topics. To develop bird's-eye perspectives that are necessary for leaders by approaching natural environment conservation issues from multiple angles.	<ul style="list-style-type: none">Under the English certificate program called SUSTEP (Sustainability Science, Technology, and Policy) JDS participants to choose one or more major fields out of four: (1) water environment and climate change; (2) integrated waste management; (3) bio-related fields and ecology; and (4) policy and planning. Those who completed the program will receive certificates and the supplementary record that shows GPA and other personal academic achievements.
To acquire/refine problem-analysis and problem-solving skills.	<ul style="list-style-type: none">Faculty to organize field research that meet the diverse needs of students such as forest/mountain vegetation

	surveys, protected area policies, the investigation of hydroelectric dam problems, and other relevant activities to natural environment conservation.
To develop abilities to analyze environmental conservation policies within an international context.	<ul style="list-style-type: none"> • JDS participants to acquire practical knowledge about survey methodology, data analysis, environmental impact assessment, and monitoring. • If necessary, the JDS participants can conduct training for research about natural environment conservation in Laos. They can engage in field activities with supervisors and other professors to acquire research skills and enhance the analytical skills.
To update their expert knowledge/technology and contribute to policymaking after returning to their workplaces in Lao PDR by establishing networks with experts in natural environment conservation and world's top ranking universities or research institutions.	<ul style="list-style-type: none"> • The SUSTEP Program has formed a consortium with high-ranking universities in China, Taiwan, Vietnam, and the Netherlands. In March 2015, it became the member of UNEP's Global Universities Partnerships on Environment for Sustainability (GUPES), and has added more internship activities on sustainability sciences. By participating in these international academic activities, JDS participants can expand their knowledge about good practices and use their international network for contributing more to their post-graduation work places. • The SUSTEP Committee to organize JDS international seminars for JDS participants by inviting internationally renowned scholars from universities or research institutions in Japan or overseas.
To become globally competitive and competent with having skills for presenting, writing, debating, and negotiating in English.	<ul style="list-style-type: none"> • Writing Center to provide consulting and proof reading to students who write assignments, journal articles and theses in English. • JDS participants to receive essential information in one compulsory course, including citation, styles, and referencing and a prevention of plagiarism. • JDS participants to have a tutorial for subject choosing, report writing, and a general support for living. • Under the Special Program, JDS participants can take special academic writing seminar to improve their skills in writing theses, business letters, and reports for international organizations. • The University of Tsukuba provides a travel grant to selected students to present at international

	conferences. JDS participants can use this opportunity to improve their research ability and international competitiveness.
3) After return	
To update the latest information relate to the development issue.	<ul style="list-style-type: none"> • Introducing activities after returning home through a JDS website which is managed by Graduate School of Life and Sciences and SUSTEP program • Enhancing further networking by follow up seminar, etc. • Support further networking opportunities through a long-term monitoring

(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)
- 3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support)

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

1 batch 2 fellows × 4 years = 8 fellows
 From the year 2017 (Until 2018) : 2 fellows, From the year 2018 (Until 2020) : 2 fellows
 From the year 2019 (Until 2021) : 2 fellows, From the year 2020 (Until 2022) : 2 fellows

(7) Inputs from the Lao Side

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

(8) Qualifications

- 1) Work Experience
 - Regular employee engage in upgrade/apply systems, policy making at Target Organizations
 - Has more than 2 years technical experience in the field of upgrade/apply systems, policy making
- 2) Others
 - Nationality: Citizens of Lao P.D.R.
 - Age: 22-39 years old
 - Those who are not enlisted as a military personnel
 - Understand the project's objective correctly and has clear intension for contributing the development of own country upon complete a course and return
 - Has not been awarded foreign scholarships and obtain Master's degree. Also, currently not be awarded foreign scholarships or will not be.
 - Must be in good health, both mentally and physically
 - Have a good command of English at graduate school level

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

Basic Information of Target Priority Area (Sub Program)

1. Country: Lao People's Democratic Republic
2. Target Priority (Sub-Program) Area: Improvement of Educational Policy
3. Operating Committee: Ministry of Education and Sports, Ministry of Planning and Investment , Ministry of Foreign Affairs, Central Committee for Organization and Personnel (CCOP), Ministry of Home Affairs, Embassy of Japan in the Lao PDR, JICA Laos Office

Itemized Table 4

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Improvement of Educational Policy
2. Component: Improvement of Educational Policy
3. Target Organization: Ministry of Education and Sports

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

The government of Lao P.D.R. is determined that reinforcement of the education system is needed to promote modernization and industrialization, under the goal to grow out of least developed countries (LDC) by 2020. The importance of human resource development with ability and techniques to solve their development issues is also stressed in the 7th National Socio-Economic Development Plan (NSED) (2011-2015).

Although the school attendance rate and completion rate for elementary education have been improving, there is a pressing need to develop officers capable of solving issues, such as improve access to education and the quality of elementary education centered on arithmetic, shortage of educational administrators in terms of quality and quantity, inefficient teacher allocation, insufficient educational budgets. In addition, with regard to higher education, developing human resources equipped with basic academic and engineering skills for strengthening the private sector and a market economy and entrepreneurs is a pressing issue, due to an increase of foreign investment and the launch of the ASEAN Economic Community.

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

Japan has been providing support to the Target Priority area, 'improving basic education' including higher education under one of Goals of Assistance for Laos, 'support Lao P.D.R. in its steady steps towards the achievement of the Millennium Development Goals (MDGs) with a view to promoting the reduction of poverty from standpoint of 'human security'. This component is a part of the efforts to address this Target Priority area. It is expected to strengthen the capacity of officers who can contribute to planning, implementing, managing and evaluating human resource development strategies in the area of educational policies and engineering and vocational education.

The Japanese Grant Aid for Human Resource Development Scholarship (JDS) in Lao P.D.R. has started in 1999. 334 JDS fellows of 1st to 16th batch in total have been sent to Japan under the JDS (37 fellows are for this field), and 294 fellows have successfully accomplished the degrees and returned home as of December 2015.

Relevant Projects and Training Programs of JICA Laos Office:

- Advisor for Ministry of Education and Sports (Education Advisor) (2016.08~2018.08)
- Project for Supporting Community Initiative for Education Development (Phase 2) (2012.09~2016.08)
- Project for Improving Teaching and Learning Mathematics for Primary Education (2016.02~2022.06)
- ASEAN University Network / Southeast Asia Engineering Education Development Network (AUN/SEED-Net) Project Phase3 (2013.12~2018.11)
- The Project for Improving Secondary School Environment in the Southern Provinces

2. Cooperation Framework**(1) Project Objective**

The objective is to strengthen the government's administrative capacities in Lao P.D.R. 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 Lao P.D.R.

(2) Project Design**1) Overall goal**

To ensure that the government agencies to improve the ability regarding policy making and institution building in relation to planning, implementing, managing and evaluating human resource development strategies in the area of educational policies and engineering and vocational education by developing human resources through this project.

2) Project purpose

To ensure that people at the target organizations responsible for policymaking and institution building in relation to planning, implementing, managing and evaluating human resource development strategies in the area of educational policies and engineering and vocational education.

(3) Verifiable Indicators

- 1) JDS Fellows obtain Master's degree
- 2) Improvement of JDS returned fellows' analysis/policy making/project operation and management skills
- 3) Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows

(4) Number of JDS Fellows and Accepting University

Graduate School for International Development and Cooperation, Hiroshima University
2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)**Graduate School of International Development Cooperation, Hiroshima University**

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To support preparing for smooth start of the study and research activities upon their arrival.	<ul style="list-style-type: none"> • Before the JDS participants come to Japan, each of them will be assigned to read at least 5 academic article in English and summarize them. An instruction of which English academic article to read is given via email. In

	addition, the prospective academic advisor will visit Laos to have special seminar for 3 days.
2) During study in Japan	
To gain the basic and fundamental knowledge and concepts on educational development issues.	<ul style="list-style-type: none"> • JDS participants to take lectures on development of research skills. • JDS participants to take basic subjects to enhance the level of understanding on educational development.
To foster the policy planning ability and problem-solving skills through developing a master's thesis.	<ul style="list-style-type: none"> • JDS participants to participate in academic conferences to develop research and communication skills. • JDS participants to receive supports for gaining research methods and academic writing skills by a tutor. The thesis to be proofread by outsourcing body.
To gain an ability to identify the problems holistically based on the reliable and valid data, and to comprehend development issues in the areas of educational administration / policy. A logical thinking ability to be enhanced as well.	<ul style="list-style-type: none"> • To conduct fieldworks. • JDS participants to improve the research quality by having educational research seminars which focused on the case of education issues in Laos, and a review of the thesis by inviting professors from other universities.
To understand educational issues comprehensively by cooperating with neighboring countries and understanding of their educational issues.	<ul style="list-style-type: none"> • Faculty to conduct the training for the practical lesson on development and management associating JICA training and its attached school. • JDS participants can learn not only the cases of Japan, but also other industrialized country and other Mekong region countries with returned fellow's cooperation.
3) After return	
To conduct a follow up education after the graduation.	<ul style="list-style-type: none"> • Former supervisors to be dispatched to Laos to conduct research meeting. • Participate in the regular workshop to get necessary information from supervisors for future policy making.

(6)-1 Inputs from the Japanese Side

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

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

1 batch 2 fellows × 4 years = 8 fellows
From the year 2017 (Until 2018) : 2 fellows, From the year 2018 (Until 2020) : 2 fellows
From the year 2019 (Until 2021) : 2 fellows, From the year 2020 (Until 2022) : 2 fellows

(7) Inputs from the Lao Side

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

(8) Qualifications

- 1) Work Experience
 - Regular employee engage in upgrade/apply systems, policy making at Target Organizations
 - Has more than 2 years technical experience in the field of upgrade/apply systems, policy making
- 2) Others
 - Nationality: Citizens of Lao P.D.R.
 - Age: 22-39 years old
 - Those who are not enlisted as a military personnel
 - Understand the project's objective correctly and has clear intension for contributing the development of own country upon complete a course and return
 - Has not been awarded foreign scholarships and obtain Master's degree. Also, currently not be awarded foreign scholarships or will not be.
 - Must be in good health, both mentally and physically
 - Have a good command of English at graduate school level

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

Basic Information of Target Priority Area (Sub Program)

1. Country: Lao People's Democratic Republic
2. Target Priority (Sub-Program) Area: Improvement of Health Policy
3. Operating Committee: Ministry of Education and Sports, Ministry of Planning and Investment , Ministry of Foreign Affairs, Central Committee for Organization and Personnel (CCOP), Ministry of Home Affairs, Embassy of Japan in the Lao PDR, JICA Laos Office

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Improvement of Health Policy
2. Component: Improvement of Health Policy
3. Target Organization: Ministry of Health

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

The maternal mortality rate and the under-5 mortality rate in Lao P.D.R. are the lowest standards in Southeast Asia. The backdrop for this includes geographic elements (many mountains and other areas make it access to medical facilities difficult), delays in developing and assigning public health personnel, chronically insufficient budgets, social practices and insufficient health awareness that interfere with access to medical care, poverty and other economic barriers, low reliability on public medical services and so on. The government of Lao P.D.R. has been working on health sector reforms in order to improve the remaining issues in MDGs and achieve universal health coverage by 2025.

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

The Japanese government has set targets for aid to Lao P.D.R. to "support Lao P.D.R. in its steady steps towards achieving the MDGs with a view toward accelerating the reduction of poverty from the standpoint of 'human security'." In accordance with the policy of the Lao P.D.R., the Japanese government has provided support for improving health and medical services, which is an issue of the highest priority for assistance. This component is a part of the efforts to address the Target Priority area. The Component is a part of such support. This Component in JDS is expected to strengthen the capacity of officers who can contribute to planning, implementing, managing and evaluating public health and social security policies.

Relevant Projects and Training Programs of JICA Laos Office:

- The Project for Development of Innovative Research Technique in Genetic Epidemiology of Malaria and Other Parasitic Diseases in Lao PDR for Containment of Their Expanding Endemicity (2014.05 ~2019.04)
- Project for Improving Quality of Health Care Services (2016.02~2020.02)
- Health Policy Advisor (2016.03~2018.03)
- The Project for Strengthening Health Service Network in Southern Provinces

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 Lao P.D.R.

(2) Project Design

1) Overall goal

To ensure that the government agencies to improve the ability regarding policy making and institution building in relation to planning, implementing, managing and evaluating public health and social security policies by developing human resources through this project.

2) Project purpose

To ensure that people at the target organizations responsible for improving the capacity to manage administrative and financial affairs will acquire knowledge useful for policymaking and institution building in relation to planning, implementing, managing and evaluating human resource development strategies in the area of public health and social security policies.

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

Graduate School of Tropical Medicine and Global Health, Nagasaki University
2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)

Graduate School of Tropical Medicine and Global Health, Nagasaki University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To support preparing for smooth start of the activities upon their arrival.	<ul style="list-style-type: none">• To acquire English ability and basic knowledge of global health, conduct self study with document and internet materials instructed by supervisors.
2) During study in Japan	
To gain basic and applied knowledge on public health service improvement.	<ul style="list-style-type: none">• JDS participants to take courses from Natural Science Module on the Basic Human Biology such as Tropical Medicine, Global Health and Environment / Sanitation, and Research Method Module such as Epidemiology, Statistics and Research Ethics. They also take courses from Advanced Module such as Health Policies and Management Module.• Supplemental classes on Epidemiology, Statistic are available to deepen the basic understandings.
To strengthen abilities to formulate and implement health policies as well as to	<ul style="list-style-type: none">• Faculty to conduct oversea practical trainings (short-term field training) to learn health system

develop their management and evaluation competencies in health policies.	<p>practically and comprehensively.</p> <ul style="list-style-type: none"> • Problem Based Learning opportunities with students of different courses are provided at Global Health Seminars by the world's leading researchers and lecturers. • Under the close institutional relationships in research and education with JICA, National Center for Global Health and Medicine (NCGM), London School of Hygiene and Tropical Medicine, the Institute of Tropical Medicine in Antwerp and other academic partners as well as advisors at home and abroad, scholarly societies and alumni network, the school provides practical curriculums that applicable to the real practices.
To acquire research skills, which are necessary for the improvement of health policies.	<ul style="list-style-type: none"> • Faculty to conduct transdisciplinary seminars to acquire advanced and specialized knowledge on important global health topics. • JDS participants to gain abilities to discuss and present in English through an active learning and PBL (problem-based learning), which is based on effective combination of lecture, group work, and debate, etc.
To improve basic ability required to write a master's thesis.	<ul style="list-style-type: none"> • JDS participants are offered a tutorial and writing check by a native English speaker.
3)After return	
Implement and develop effectively of the knowledge and the technology acquired during stay in Japan.	<ul style="list-style-type: none"> • Update latest information of the specialized field through alumni network and workshop with supervisor. • Conduct self study for further policy making and implementation. • Strengthen network with alumni, supervisors and current JDS scholars.

(6)-1 Inputs from the Japanese Side

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

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

1 batch 2 fellows × 4 years = 8 fellows
From the year 2017 (Until 2018) : 2 fellows, From the year 2018 (Until 2020) : 2 fellows

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

(7) Inputs from the Lao Side

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

(8) Qualifications

- 1) Work Experience
 - Regular employee engage in upgrade/apply systems, policy making at Target Organizations
 - Has more than 2 years technical experience in the field of upgrade/apply systems, policy making
- 2) Others
 - Nationality: Citizens of Lao P.D.R.
 - Age: 22-39 years old
 - Those who are not enlisted as a military personnel
 - Understand the project's objective correctly and has clear intension for contributing the development of own country upon complete a course and return
 - Has not been awarded foreign scholarships and obtain Master's degree. Also, currently not be awarded foreign scholarships or will not be.
 - Must be in good health, both mentally and physically
 - Have a good command of English at graduate school level

Summary of Target Organizations

No.	Organization	Basic Information		Roles / Mandates	Affiliated Organizations/ Institutions	Top three (3) prioritized Human Resources Development Issues	Main Strategies/ Plans to tackle the issues	
		Number					Title	Outline
1	National Assembly (NA)			Major Roles and functions are as follows: - Be the legislative organization that has members who are elected by Lao people - Be the representative of the Lao citizen, aiming to strengthen the legislative, oversight, and representational capacities.	National Assembly Office of Election Area	(1) Lack of understanding for some work among the staff at the NA	N/A	No strategy or plan at the moment to solve these challenges, as the National Assembly committee will finish their term the end of this year (2015). The next national assembly committee will form next year, and these challenges and strategy will be addressed.
		T	305			(2) Insufficient ability to conduct inspection for corruption, finance, budget and so on.		
		M	181			(3) Insufficient ability to judge the conflict which can not be solved by the People's Supreme Court		
		F	124					
2	Ministry of Foreign Affairs (MOFA)			The Ministry of Foreign Affairs is a state management organization at the central level within the government apparatus, responsible for studying and advising the Party Central Committee and the government on foreign policy. The Ministry is the centre for coordination, integrating the implementation of foreign policy throughout the country. The Ministry is also responsible for the execution of its authority and duties with regard to state management in accordance with its mandates, such as providing a recruitment for new government officers, special training base on their specific fields and so on.	Lao embassy and counselors and permanent representatives in foreign countries (38 countries)	(1) Lack of skilled officers	(1) Searching for more local and international grant aids	Provide training courses in specific subject that are related to foreign affairs, as well as dispatch officers to go abroad for training.
		T	506			(2) Lack of activities for capacity building	(2) Organize foreign languages training	To build up foreign language skills to officers so that they can go abroad or get a scholarship to go abroad and learn from other countries.
		M	308			(3) Limited budgets for human resources development		
		F	198					
3	Ministry of Agriculture and Forestry (MAF)			<ul style="list-style-type: none"> To Ensure food security To change the natural production into farm production which links to marketing and processing Shifting cultivation and poverty reduction 	N/A	(1) Insufficient English language ability	(1) Food production and commodity production and farmenr organizations	N/A
		T	9893			(2) Limited amount of budget and scholarship available	(2) Sustainable production patterns, land allocation and rural development	
		M	7250			(3) Duplication of trainings, non-systematic and non-collaboration among the donors in providing trainings.	(3) Forestry development and irrigated agriculture	
		F	2643					
4	Ministry of Industry and Commerce (MOIC)			<ul style="list-style-type: none"> Ministry of Industry and Commerce (MOIC) is the government ministry responsible for governing and developing industrial activity and commercial activity in Laos. It is responsible for regulating and promoting manufacturing, trade, import and export activity, and for representing Laos and Laotian interests in the international business community. 	N/A	(1) Budget limitation	(1) Searching for more local and international funds	The Institute for Economic Research, which is belong to the Ministry, is managed to obtain English language training funds from foreign countries. The Ministry is now attempting to attract more funds from both the government and other aids donors.
		T	479			(2) Skilled staff are limited	(2) Improve skilled staff	The ministry is now facing the shortage of staff who has an ability to negotiate, to plan and to manage. The Ministry is now trying to provide some training courses to train their staff, especially about ASEAN related activities.
		M	297			(3) Insufficient English language ability	(3) English language	The ministry is now collaborating with the Ministry of Foreign affairs to try TOEFL test, so that they know what English level they are at, and then join English language training that match their level. The ministry is also collaborating with GIZ for English language training.
		F	182					

No.	Organization	Basic Information		Roles / Mandates	Affiliated Organizations/ Institutions	Top three (3) prioritized Human Resources Development Issues	Main Strategies/ Plans to tackle the issues	
		Number					Title	Outline
		Gazetted	Non-Gazetted					
5	Lao Supreme Court	T	1844	N/A	N/A	(1) Insufficient English language ability	(1) Improve English language skills for staff	There are many projects that assist the Supreme court for English language training, such as from the State of Law Development Project, Government funded training program supported by UNDP, the training program provided by Ministry of Foreign Affairs and so on.
		M	1196	N/A		(2) Skilled staff are limited, limited quota for judges	(2) Striving to get more quota	The work position and description need to be clear and well arranged, so that the quota could be estimated and well assigned.
		F	648	N/A		(3) Insufficient budget for staff training	(3) Limited budget	The budget proposal has been submitted to the government and national assembly to endorse, especially the budget to assist the judge in improving themselves in specific judgment.
6	Ministry of Health (MoH)	T	18,926	21,503	1. Blood Bank	(1) Lack of quality staff, and low productivity	(1) Improve quality staff	Upgrade existing staff and to provide regular trainings
					2. University of Health Science	(2) Unequal staff distribution between the city and the remote area	(2) Equalize staff distribution	N/A
		M	7,209	7900	3. Institute of medical and traditional medicine	(3) Low ability of staff to manage plan and run a project	(3) Improve management system	Send the staff to district in a remote area, give them the opportunity to practice, manage, monitor and evaluate the plan in a district level, so that they can get use to the working system.
		F	11,717	13,603				
7	Ministry of Education and Sports (MOES)	T	86,989	N/A	1. Education Printing enterprise	(1) Lack of quality and capable staff, who has knowledge and experience on specific fields	(1) Upgrade skills of the staff	Upgrade skills of the staff, for example providing domestic scholarship for vocational staff to pursue undergraduate degree. Encourage staff to apply for scholarship to study abroad.
					2. Education Equipment Production Enterprise	(2) Insufficient foreign language skill and Information Communication Technology (ICT)	(2) Improve Foreign Language skills	Provide English language skill training to primary school teachers (above grade 3 level) nationwide. Send staff to train English language, which supported by the Ministry of Foreign Affairs.
		M	42,864	N/A		(3) Difficult to manage young staff and to make the work done effectively.	(3) Human Resources Management	Give the opportunity to young staff to work in a remote area, so that they could have opportunity to practice and manage their plans. Provide technical training to support them to work effectively.
		F	44,135	N/A				
8	Ministry of Science and technology (MOST)	T	595	N/A	1. Computer and Electronic Institute	(1) Newly established ministry, there are various challenges, such as low levels of understanding about science and technology of newly staff, both young and old.	(1) Improve understanding about science and technology to staff	Provide short-medium and long term training for staff, and also collaborate with other ministries to upgrade knowledge on specific fields.
		M	333	N/A	2. Renewable and new material institute	(2) Poor project planning, Low performance and lack of understand the true nature of the tasks.	(2) Improve work quality	Provide opportunity for staff to learn from doing, so that they will know how to plan organize and make the things done in a professional way. Promote higher education, for example, master and PHD degree to staff who meets requirement.
		F	262	N/A	3. Ecology and Biotechnology Institute	(3) Insufficient English language ability	(3) Improve English Language skill	Lack of budget for Staff English language training. Most of the English language training mainly supported by Non-Profit Organization.

No.	Organization	Basic Information		Roles / Mandates	Affiliated Organizations/ Institutions	Top three (3) prioritized Human Resources Development Issues	Main Strategies/ Plans to tackle the issues	
		Gazetted	Non Gazetted				Title	Outline
9	Ministry of Finance (MoF)	T	7,553	N/A	Ministry of Finance has the role of the administrative staff of the Party's central committee and the government in the finance work and is responsible for the centralized and uniform management of the finance sector in the country, in conformity with the principle of unified centralism, the political directives of the party and of the state's law.	(1) Limited budget	(1) Macroeconomic management	Searching for more funds and grants from other organization
		M	5,227	N/A		(2) Lack of skilled staff in related finance subjects	(2) Improve skilled staff	Establish a committee to plan necessary trainings on various topics such as: Budget planning, income administration, and project planning. Establish English language training
						(3) Insufficient law and regulation for finance	(3) Mechanisms and regulations on financial management is not precise in order to serve as the edge of finance work operation.	Establish a working standard for all departments in the Ministry, so that the task allocation can be made appropriately.
		F	2326	N/A				
10	Vientiane Capital	T	11,735	N/A	1. Research Center for Economic and social Planning for Vientiane Capital (soon to have) • Administration of all Vientiane Municipality personnel • Provide training on party ideology, specific subjects to staff • Implementation of policy for pension and seniors	(1) Limited budget for basic needs in the office, such as Computer, Internet, Printers and so on.	(1) Limited budget	Searching for more funds and grants from other organization
		M	5,839	N/A		(2) Insufficient English Language ability	(2) Improve English language	Send staff to train English language, which supported by the Ministry of Foreign Affairs.
						(3) Limited knowledge on IT	(3) Improve IT related skills	Set up plan for IT training
		F	5,896	N/A				
11	Ministry of Planning and Investment (PMI)	T	446	N/A	1. National Economic Research Institute • Macro-management on socio-economic development planning • An annual planning, 5 year plan and strategic plan for Lao PDR • Planning related to poverty eradication	(1) In many cases, the field of study of the staff does not match to the work at the ministry	(1) Get the right person to the right work	Collaborating with the Ministry of education to supply those who graduated with the field related to the Ministry of Planning and Investment
		M	284	N/A		(2) Lack of budget for training and human resources development	(2) Encourage to have more Budget for Human resources development and training	There are training program within the ministry, especially on a specific field related to investment and planning, around 1-2 times per year.
						(3) Insufficient economists, analysts, and planners.	(3) Increase the number of economists	Set up a plan for a continuous human resources development, and to ensure the subject for training match well to the need of the organization.
		F	162	N/A				
12	Central Committee for organization and Personnel (CCOP)	T	195	N/A	N/A • Assisting the government with advice, planning and implementation of policies on organizational development and personnel management. • Management of senior civil servants from deputy director general up to minister at the central level • The CCOP in another province has responsible for organizational development matter and personnel management of provincial governors and vice-governors, district chiefs and deputy. • Assisting the Lao government to define the public administration reform strategy for a short-term and long-term goal.	(1) Insufficient English language level	(1) Improve English Language Skill	Attending English language training supported by the Ministry of Foreign affairs. The ministry support 500,000 LAK to support petrol fee.
						(2) Lack of experience in human resource management	(2) Upgrade skills	There are special training to support Lao staff from Chinese and Vietnamese grants.
		M	123	N/A		(3) Lack of budget for human resource development	(3) Human resources development	Provide special training in the field of personnel administration.
		F	72	N/A				

No.	Organization	Basic Information		Roles / Mandates	Affiliated Organizations/ Institutions	Top three (3) prioritized Human Resources Development Issues	Main Strategies/ Plans to tackle the issues	
		Number					Title	Outline
13	The office of the Supreme People's Prosecutor (OSPP)			<ul style="list-style-type: none"> The Public Prosecutor's Office (PPO), which is the organ of the people's prosecutors of the Lao PDR is a supervisory state organ and responsible for monitoring and inspecting the proper and uniform adherence to laws by all ministries, ministry-equivalent organizations, government organization, Lao Front for National Construction, mass organization, social organization, local administration enterprises, and citizen and for exercising the rights of prosecution. 	1) Institute for Research and Prosecutor Training 2) Public Prosecutor's Office in Central region	(1) Insufficient English language level (2) Limited number of scholarship provided to OSPP (3) The obtained degree from universities does not match the true nature of the work	(1) Improve English Language Skill Program (2) Scholarship Source (3) Get the right staff for the right job	Improve speaking, writing and listening skills so that the staff can be able to communicate with foreigners both inside and outside the country. In addition, there is a training on IELTS. Encourage staff to try to apply for various scholarship that open to all countries, including Laos Set up a plan and analysis the need of the organization
		T	1,618					
		M	1,073					
		F	545					
14	Ministry of Energy and Mine (MEM)			<ul style="list-style-type: none"> The ministry of energy and mines is a state management organization at the central level within the government apparatus which has the role of implementing party and government policy in the energy and mines sector in order for it to grow and modernize step by step, base on research and exploration into water power and mining, providing basic information for the formulation of strategies and systematic development of energy and mines, and the enforcement of macro management in the energy and mines sector throughout the country. The ministry of energy and mines is responsible for the implementation of its duties and for state management activities under the scope of its authority, in accordance with the law on the government of the Lao PDR. 	1) Institute for renewable energy development	(1) Insufficient staff with specific skills (2) Difficult to control the quality of the work (3) Insufficient number of experts	(1) Human Resource Development Program (2) Mineral and natural analysis (3) Hydro power development	Provide training on - English language skills - Renewable energy - Sustainable hydropower development - Sustainable mining practice
		T	1,185					
		M	930					
		F	255					
15	Ministry of Home Affairs (MOHA)			<ul style="list-style-type: none"> Ministry of Home Affairs has an advisory role for the government in the management and structural improvement of government organizations at central and local levels, civil service management, study and formulation of regulations on establishment of civil society organization (NGOs) throughout the country. 	N/A	(1) Limited number of staff working at the Ministry due to newly establishment (2) Insufficient standards and conditions for staff development (3) Insufficient English language skills	(1) Increase number of staff (2) Human resources development (3) N/A	Classified job and its description, and propose to the government for further staff recruitment Providing training, for example a public speaking training for 10 days, and working collaboratively with the central government.
		T	481					
		M	294					
		F	187					
16	Bank of Lao PDR (BoL)			<ul style="list-style-type: none"> The Bank of the Lao PDR as a central bank is a secretariat for the government in the administration of macro finance with in the country maintain in order to macro economic stability, promote banking system and strengthen the efficiency of payment system. Hence major roles of the bank include monetary policy formulation and implementation; Supervisory banking system and facilitation payment network. 	1) Lao Securities and Exchange Commission Office 2) Depositor Protection Fund 3) Lao Securities Exchange	(1) Lack of personnel who equipped with knowledge, ability and experience in conducting research, and develop tools for macro management of finance. (2) Lack of personnel with specific skill in Finance, accounting, law, it and Personnel development (3) Insufficient skills in foreign language and other IT related usage.	(1) Capacity building for staff (2) Improve performance (3) Financial system development (specific security market)	Provide capacity building for staff domestically and internationally. Focus on the in needed areas such as accounting, Financial economics, Finance and Banking. Conduct research on the need of staff who want to upgrade their working proficiency.
		T	1,085					
		M	505					
		F	580					
17	Ministry of Natural Resources and Environment (MONRE)			The main roles of MONRE are: - Elaborate and implement guidelines, policy, strategy, rules and regulations which issued by the Party and the Government concerning water resource, natural resources, environment, meteorology and hydrology. - Draft policy, strategy, master plan, long term plan, law and decree concerning water resources, natural resources, environment, meteorology, and hydrology. Provide guidance on the implementation of the Government endorsed. - Formulate plan to manage, conserve and rehabilitate water resources, natural resources, and environment in sustainable manner. - To promote education, scientific research, raise public awareness on the conservation of water resources, natural resources, and environment. - Ensuring the balance between the proposed development project and the conservation of water resource, natural resources and environment - Manage, monitor, inventories and share data and information in regards to water resources, natural resources, environment, meteorology and hydrology in nationwide.	N/A	(1) Lack of personnel who has education background related to work (2) Lack of personnel who has IT ability to apply in daily works (3) In need of personnel in the following fields: geology and mineral, meteorology and hydrology, natural disaster management, climate change, forest management and other.	(1) Watershed Management (2) Water Resources Management (3) Hydraulic Engineering	
		T	727					
		M	465					
		F	262					

No.	Organization	Basic Information		Roles / Mandates	Affiliated Organizations/ Institutions	Top three (3) prioritized Human Resources Development Issues	Main Strategies/ Plans to tackle the issues	
		Number Gazetted	Non Gazetted				Title	Outline
18	Ministry of Public Work and Transport (MPWT)	T	3,536	751	1) Public works and transport Institute (PTI)	N/A	N/A	N/A
		M	2,830	534	2) Public works transport training center (PTTC)			
		F	706	217				
19	Ministry of Justice (MoJ)	T	291	N/A	1) National Justice institute	(1) Many staff got a bachelor degree, when it comes to work, they need more knowledge and experiences.	(1) Develop specific skills	Establish 5-year plan for skill development Organize training, which is supported by Vietnam, Thailand, China. The topics include peace and conflict resolution, Law on economics and so on.
		M	176	N/A		(2) Insufficient English Language ability	(2) Improve foreign language skills	Encourage staff to apply for various scholarship Provide staff to go for training in Vietnam for 6 months English language training by the Ministry of Foreign Affairs
		F	115	N/A		(3) Limited budget	(3) Civil and commercial and procedures laws and Criminal and criminal procedure laws	
20	National Academy of Politics and Public Administration (NAPPA)	T	248	N/A	N/A	(1) Lack of budget	(1) Human resource development	NAPPA has collaborative projects with foreign countries to upgrade knowledge and skills of staff in various field such as law, foreign language, and other. In addition, NAPPA also had a human resources development plan from 2011- 2015 aiming to upgrade knowledge and skill of their staff. At present, NAPPA is drafting human resources development plan for 2016-2020 and also a strategic plan from 2016-2030.
		M	147	N/A		(2) Insufficient staff with specific skills in certain areas	(2) Public policy formulation and evaluation.	
		F	101	N/A		(3) Insufficient knowledge in as foreign language, such as English language skills	(3) Local development and policy.	
21	Government Office (GO)	T	725	N/A	1) Lao Red Cross	(1) Insufficient foreign language abilities to support the leading committee such as Vietnamese, Chinese, English, Japanese language and so on.	(1) Human resource development	Provide scholarship from the Ministry of Education and Sport, and Ministry of Foreign affairs for the fields of public administration, Special economic zone administration, and so on.
		M	470	N/A	2) Central Rural development and poverty eradication committee	(2) Lack of funds to support human resources development	(2) Budget for Human resources development and training	Set up plan for a continuous human resources development, and to ensure the subject for training match well to the need of the organization.
		F	255	N/A	3) National committee for special economic zone and specific economic zone	(3) Lack of budget for staff training		