

Kingdom of Cambodia
Ministry of Education, Youth and Sports

**Preparatory Survey
of the Project for Human Resource
Development Scholarship
in the Kingdom of Cambodia**

Final Report

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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 year (FY) 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The project has later been introduced to other countries as well, and has accepted 3,700 international students from a total of 15 countries since the first intake of international students in FY 2000 up to FY 2016.

Since FY 2009, the project was gradually switched to the “new system” as adopted by partner countries subsequently. 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 officers who are involved in the planning and implementation of policy in development issues.

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 fellows to intake in key persons and adding value; (3) follow-up for reinforcement of bilateral relationships; (4) development of Japanophiles and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: introducing the PhD program 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.

Kingdom of Cambodia (hereinafter referred to as “Cambodia”) has been one of the target countries since 2000, the second year from the beginning of the JDS project, with 368 JDS fellows dispatched to Japan until April 2017 including the first-term JDS Fellows in 2001. Acceptance of JDS Fellows in fiscal year 2017 will mark the completion of sending JDS Fellows in the

framework designed in 2013. Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of implementation of the project and properly reflecting the policy of Japan's economic cooperation to Cambodia, relevant JICA programs, etc. in the formulation of the project based upon the needs of the Cambodian government.

Objectives of the Survey

The main objectives of the survey are as follows:

- To analyze current situation in Cambodia and needs for human resource development, and formulate a framework for next four batches starting in FY 2017 (dispatch in FY 2018).
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

Method of the Survey

As part of the Preparatory Survey, the field survey in Cambodia has been conducted from December 2016 to April 2017.

- January, 2017: Field survey
 - (1) Setting priority areas (sub-programs) and development issues (components) in accordance with Japanese government's economic cooperation policy for Cambodia and development needs of Cambodia
 - (2) Selecting host universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
 - (3) Selecting target organizations corresponding to each sub-program/component
 - (4) Confirming the implementation structure of the project
- January 2017: Estimating the project scale
- April 2017: Drafting the basic plan for each sub-program/component

Results of the Survey

(1) Project Design

The following table shows the JDS priority areas and key development issues and accepting universities identified on the basis of the field survey conducted in January 2017.

The Framework of the JDS Project in Cambodia (from JDS Fellows 2018 to 2021)

Priority Areas (Sub-Program)	Development Issues (Components)		University	Graduate School	Slot
1.Strengthening of Economic Basis	1-1. Economic Infrastructure Development	1-1-1. Infrastructure development	Hiroshima University	GS for International Development and Cooperation	3
		1-1-2. urban problem solving	Toyo University	GS of Regional Development Studies	3
	1-2. Private Sector Development		Kobe University	GS of International Cooperation Studies	3
	1-3. Agriculture and Rural Development		Tokyo University of Agriculture and Technology	GS of Agriculture	2
2.Enhancement of Social Development	2-1. Improvement of Education Quality		Hiroshima University	GS for International Development and Cooperation	4
	2-2. Health system strengthening		Nagasaki University	GS of Tropical Medicine and Global Health	2
3.Enhancement of Governance	3-1. Improvement of Administrative Functions		Meiji University	GS of Governance Studies	3
	3-2. Legal and Judicial Development		Nagoya University	GS of Law	2
	3-3. Building of International Relations		Ritsumeikan University	GS of International Relations	2

(2) Target Organization

Within this framework, the survey identified a number of key government organizations where the program should be actively promoted, based on the relevance of the sub-programs and components and the anticipated direct benefits in terms of addressing current issues.

(3) Consideration of Accepting JDS fellows to Doctoral Programs

From the interview survey to the ministries and agencies in the field survey on introduction of JDS doctoral course, which was proposed in JDS Basic Research conducted in FY 2014, it was welcomed to introduce doctoral degree course considering its importance from a long-term perspective of contribution. In discussions with the JDS Operating Committee of Cambodia, it was agreed to admit only a limited number and that eligibility would essentially be restricted to JDS returned fellows. Details of the selection process will be discussed at the first meeting of the JDS Operating Committee in FY2017.

(4) Member of the Operating Committee

It was confirmed that the JDS Operating Committee consists of the Cambodian members (Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, and Ministry of Civil Service), and Japanese members (JICA Cambodia Office and Embassy of Japan in Cambodia). Japanese side also proposed to add the Ministry of Economy and Finance as a Committee member, considering the ministry's role on grant aid projects including the JDS Project. Cambodian side agreed on the proposal, and detailed assignment procedure will be confirmed by the 1st Operating Committee meeting of the 2017 selection year.

(5) Evaluation of Relevance of the JDS Project

The consultant analyzed relevance between JDS and development programs in Cambodia, based on national development plan and strategy of the government of Cambodia and the general circumstances of the relevant sectors. The priority areas for the next phase of JDS project match with the “Rectangular Strategy (National Development Plan)” of the government of Cambodia and will promote the strategic orientation.

The Country Assistance Policy for Cambodia formulated by the Government of Japan in April 2012 sets its basic policy as “Steady and Sustainable Economic Growth and Balanced Development.” Based on this policy, Japan sets three pillars of priority for its assistance: “Strengthening of Economic Base”, “Promotion of Social Development” and “Strengthening of Governance.” In order to effectively address the development issues listed below, the JDS project seeks to develop the competencies of key personnel at the government authorities and relevant ministries with responsibility for the relevant fields. JDS is highly relevant to the assistance policies of both Japanese government and JICA in relation to ODA programs.

Thus, the JDS project can be seen as a project that will help the country of Cambodia to achieve the goals of its medium to long-term development plan, by providing high-level education to key personnel in government and private industry. It is highly consistent with aid policy and the philosophy of overseas aid in Japan. By augmenting other aid programs in areas such as technical cooperation and ODA loans, the JDS project provides additional synergies for the benefit of Cambodia.

2. Recommendations

(1) Cooperation with other ODA Projects

As long as we implement JDS as an ODA project, it is important to cooperate with other ODA projects, in the same way as other projects, from the viewpoint of being an “input for development” instead of just a fund for studying abroad. Dissemination of this project to the persons in charge at JICA offices abroad and experts, encouragement of competent human resources from partner

countries to apply to JDS, utilization of alumni network for the project, etc. are required. In particular, in order to promote the cooperation with the technical cooperation projects under implementation, not only it is important to share information with involved experts, but also, to provide them with opportunities to directly meet with JDS returned fellows. In Cambodia where personnel transfer within a ministry is not generally performed, the former JDS fellows may fall in obscurity. Creation of opportunities for connecting the project with the former JDS fellows is likely to be advantageous for both parties. With respect to this point, the implementing agent is also expected to have deeper understanding of the projects that are being implemented by JICA and the related policies of the Cambodian government and make helpful proposals.

With respect to the content of the project, the survey team could have positive consultation with Cambodia-Japan Cooperation Center (CJCC) about cooperation for the pre-departure orientation conducted before fellows' coming to Japan. The JDS Fellows attend a lecture held by CJCC on the Japanese-style management and thereby can understand the mentality of the Japanese people and the ideas underlying the Japanese society. The fellows also actually feel it after going to Japan and learn new things in addition to their study. It is also expected to improve the added value of JDS whose purpose is to develop a future leader for country's further development, unlike other individual study abroad programs.

In order to enhance the ability of young government officers for contribution to the development of the society and economy, it is essential to cooperate with or be complemented by not only the JDS but also other programs. A proposal is to promoting a measure for enabling the fellows to acquire practical knowledge by, participating as an observer in JICA's training for related development issue and topics or for each country during the period of fellows' study in Japan.

(2) Cooperation with the projects implemented by the Japanese ministries

The "Development Cooperation Framework" and the "Japan Revitalization Strategy" advocate for the strategic operation of ODA. The JDS fellows are candidates who will be a leader of their country in future. JDS fellows are from the countries and ministries that are important for Japan with regard to its diplomatic strategy or economic diplomacy. It is desirable to cooperate with the JDS fellows staying in Japan and the former JDS returned fellows in their country for the projects implemented by the Japanese ministries and establish a network with them during fellows' stay in Japan.

(3) Points to Note on Establishment of a Doctoral Program

As a result of hearing survey conducted with the target organizations in Cambodia, most of them answered that a doctoral program would affect the promotion in most organizations. Some former JDS fellows commented that it would be useful for career development. The importance of a doctoral degree is likely to be higher in future as the educational level of Cambodia becomes higher, and it will encourage the JDS to meet new needs and improve the added value of the project. The introduction of doctoral program has a great significance.

Furthermore, establishment of the doctor's course will not only become a follow-up system for JDS fellows but must have a great appeal to potential candidates as a further step when they consider applying for JDS to obtain a Master's degree. The establishment of the doctor's course is expected to have an impact on attracting excellent candidates.

One important factor to consider in the establishment of the doctor's course is to have a common understanding among the Project's organizers, JDS fellows applying for the course, and Accepting Universities as to “why the doctor's course is established in the JDS” and “what the objective of the JDS doctor's course is.” It should be made clear that the JDS doctor's course is solely designed to develop policy-making leaders, not for fostering researchers who are not involved in policy making or recommendation. If this point is not clear, it may be difficult to differentiate JDS from governmental and other scholarship schemes. The clear definition is essential when the doctor's course is implemented.

In terms of implementation, due attention should be paid to the implementation review of the five countries that started the Doctoral Program ahead of time. Normally, recruitment of JDS candidates will start after the decision of implementation policy at the 1st Operating Committee to be held around July to August after Exchange of Notes and Grant Agreement, but because the doctoral course starts April, it is necessary to finalize the candidate by the end of October. Considering the period of selection, the recruitment period of applicants for doctoral course is limited to 1.5 months to 2 months, but for applicants, it is necessary to prepare a research plan more than when applying for a master's course. For this reason, it is better to make a pre-announcement of basic information on the doctoral program to returnee, and encourage consultation and application preparations for research plans with expected academic advisors.

A member of the Operating Committee pointed out that the system recommending the students to study in Japan for two years and in their country for one year might lower the possibility of completing their study in three years and it would be better not to put priority on such system. A university accepting the students pointed out that it would be necessary to perform a study in a determined and satisfactory manner and establish a personal network in the relevant field in order to secure the future achievements. It is desirable to improve the level of all by creating a “mass” of fellows through the JDS master's program, and develop excellent individuals who can be a key person in a careful and strategic manner through the doctoral program in order to realize the achievements.

(4) Enhancement of Recruitment Activities

In order to achieve the goals of JDS, obtaining talented foreign students is a prerequisite. Therefore, during recruitment activities, it is important to attract more talented applicants from the main target organizations. However, in the present day the mobility of higher education is high, the competition between donors to obtain foreign students is fierce. Therefore, strategies are required for recruitment activities.

First of all, by building a human relationship with the person in charge of JDS within each ministry and obtaining their cooperation, a certain information dissemination effect inside ministries can be expected. In order to spread the information to target candidates from the persons in charge of JDS, it is important to build a good relationship with the persons in charge and get their cooperation.

As heard in the Ministry of Health, it is also effective to devote ministries to high levels in Cambodia. It is possible to explain the background of the component and the required human resources image and have them recruited within the ministry. Especially for infrastructure related to human resource collection, legal field, newly established health components etc., we would like to promote to major high level ministries and agencies high level.

In addition, it is necessary to appeal to the person in charge of each ministry about the advantages of JDS. Because JDS is intended for government officers and is a human development program that addresses the development issues of Cambodia, it should be a program that contributes to the medium and long term development of Cambodia. As mentioned in Chapter 2, in competing Australian and New Zealand scholarships, it became unique for the benefits of JDS specializing in civil servants to be made easier, as public and private divisions are lost and general competition has emerged.

It is also one characteristics that the accepting universities are positioned as project partners, that the consistent guidance and acceptance system that has been created to provide a curriculum which is better tailored to the country concerned by adding a special program to the existing program and that during the period of their stay in Japan there will be also generous support for the fellows such as regular monitoring, etc. In Cambodia, it is also effective to raise the brand power of studying abroad in Japan by informing the principal of major universities who has experienced studying in Japan as a key person.

On that basis, it is necessary to use various access channels to reach out more prominent prospective candidates. It is effective to use media such as Press-release and SNS, and collaborate with those who have strong networks in Cambodia such as JDS alumni, JICA experts, JICA Alumni Association of Cambodia etc. to transmit attractiveness of JDS project.

(5) Need for Enrichment Programs

With respect to a program for improving the added value of JDS, the JDS returned fellows stated that it would be helpful for them to participate in an internship at a ministry or private company, etc. during their two-year stay in Japan. For Cambodian students, some internship programs were held at the Ministry of Foreign Affairs or JICA, etc., and it is desirable to increase these opportunities. If the counterpart organizations of projects under implementation send JDS fellows, there is a possibility that the acceptance of interns will be considered positively depending on the cooperating organizations on the Japanese side of such projects. Efforts for which this kind of added value can be expected should be promoted further.

The budget for Special Program has been found to be effectively utilized by each university, but they continue making requests about simplifying the administrative procedure, integrating the procedure for each scheme and more flexible operation. It is necessary to consider about separating the matters requested to the universities accepting the students from the matters provided by the project as an enrichment program as well as establishing a mechanism that enables more flexible operation by the universities and thereby securing a win-win relationship.

(6) Importance of Japanese language

Acquiring knowledge of the Japanese language is essential to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Cambodia in the future. In the course of this field survey, we had the opportunity to meet with Cambodians who had experience of studying in Japan and therefore knew Japan well. They uniformly appealed to us the importance of the Japanese language. JDS fellows receive their degree in English, and even though they stay in Japan for two years, this is not enough to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that teaches Japanese language and promotes an understanding of Japanese culture.

Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is possible to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

(7) Networking, Establishment of a Follow-up Scheme and roles of implementing Agent

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

In some cases, the implementing Agent is currently providing support in the target countries of the JDS project for establishing an alumni association or holding other events based on the local project office. However, it takes additional time and cost to improve the loyalty of the former JDS students who have lost a connection with Japan for a certain period of time and it is not always efficient. For this reason, the measures provided for the JDS fellows staying in Japan and the follow-up measures provided after they return home should be discussed in an integrated manner as continuous measures.

To facilitate continuous follow-up activities and cause such activities to lead to the project achievement, namely the “strengthening of partnership between Japan and Cambodia,” it is necessary to improve the students' loyalty to Japan during their stay and motivate them to keep

their relationship with Japan after returning home. With respect to follow-up activities after the students return home, the implementation of measures for maintaining and development their loyalty that has been improved during their stay in Japan will contribute to better project achievements.

Follow-up measures implemented after the JDS Fellows return home

For sustainable follow-up activities, it is expected for the Japanese side to enhance the follow-up content in collaboration with the existing JICA-AC in order to implement measures for maintaining and improving the loyalty developed during the students' stay in Japan. Particularly for several years until the activities become stable, the Japanese side is required to provide financial assistance and play a role of facilitator. JICA-AC is also implementing programs utilizing the follow-up budget, etc. of JICA office. Particularly for JDS activities, it would be able to provide more flexible support than the implementing Agent that provides support throughout the project from the time of coming to Japan and thereby facilitate the students to maintain their identify as a JDS fellows, formulate a group and make proposals for or implement activities thereafter.

With respect to the content of activities, the demand of the former JDS fellows for holding a seminar or workshop was high. For this reason, it would be a good idea to introduce and operate a small-sized seminar or workshop in collaboration with JICA-AC by utilizing the resources of the former JDS students or appointing a teacher dispatched for local interviews as a lecturer.

Networking with Japanese government officials for networking

From the viewpoint of improving loyalty to Japan, the measures to be provided to the JDS fellows during their stay in Japan generally include the holding of lessons for understanding the Japanese culture and seminars for informing about development experience in Japan. However, it is desirable to implement measures utilizing the greatest characteristics of the JDS project, which mean that the JDS fellows are government officials involved in policy making of each country. For the JDS fellows who are expected to serve as a bridge between Japan and Cambodia as a person fond of or familiar with Japan, a network with the Japanese ministries would be useful for their future career. It is desirable to provide support for establishing a network through exchange with administrative officials and the holding of seminars and workshops with the persons concerned with the Japanese ministries as a lecturer.

The network formulated by these measures is practical for the fellows' operations after they return home, giving an incentive to the students to maintain such network and therefore it is expected to establish a continuous relationship. In addition, it is desirable to utilize the fellows further based on this foundation even after they return home for the Japan Embassy, the JICA administration office, JETRO and all other Japanese organizations.

Roles to be performed by the implementation agent

Role as a mediator

The JDS fellows formulate a network with various Japanese people during their stay in Japan. However, it is not easy to meet an appropriate person only by establishing a personal relationship between individuals and such network merely connects a point with a point, having only a sporadic effect. For this reason, the implementation agency is expected to function as a mediator between the JDS fellows and the Japanese ministries and the persons concerned with ODA. It is expected that the implementation agency will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements.

Firm network foundation with JDS Fellows

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

Generally speaking, a problem arising in connection with the follow-up of the students is to obtain the information on their whereabouts after returning home. In the JDS project, the implementation agency and the JDS fellows have a trust relationship and therefore the JDS fellows can contact the implementation agency even after returning home, and they have already established a relationship and system that enable us to know the detailed matters on the students' division and work. Particularly the project has its administration office in the relevant country and obtains support from the former JDS students for recommending application, orientation and other major activities. For this reason, the project administration office can be used as a base for follow-up activities.

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

Network foundation with the Japanese ministries

On the other hand, it is also important to advertise the JDS project to the persons concerned with the Japanese ministries is also important. According to the questionnaire survey conducted by the consultant independently, the degree of recognition of the JDS project by the persons concerned with the Japanese ministries is very low. However, the importance of a network with the JDS students is high for the persons concerned with the Japanese ministries. For example, in terms of the infrastructure export, human resource development is considered to form the basis of all

measures taken for the infrastructure export and its many-sided significance was also pointed out by the Ministerial Meeting on Strategy relating to Infrastructure Export and Economic Cooperation.

It is important to inform them that the students from the ministries involved in the projects developed by each ministry in Cambodia are staying in Japan, that the former JDS fellows have been actually promoted in each country and are playing an important role for diplomacy and economy and that the existence of the implementation agency facilitates us to select an appropriate network conveniently and thereby create an opportunity for utilizing the JDS project. If the persons concerned with the Japanese ministries recognize the JDS fellows as “diplomatic assets” and can utilize them, the value of the JDS project will be improved. For this reason, the implementation agency is expected to have a network with, and the ability to transmit information to, not only the persons concerned with ODA but also the Japanese ministries.

The measures mentioned above will make the JDS project a human development project that can achieve the development of the relevant country and the economic growth of Japan at the same time, enabling the establishment of win-win relationship between Japan and Cambodia.

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LIST OF ABBREVIATIONS

Abbreviation	Description
AAS	Australia Awards Scholarship
ADB	Asian Development Bank
ASEAN	Association of South-East Asian Nations
AUN/SEED-Net	ASEAN University Network/ Southeast Asia Engineering Education Development Network Project
CJCC	Cambodian-Japan Cooperation Center
DAC	Development Assistance Committee
E/N	Exchange of Notes
FDI	Foreign Direct Investment
G/A	Grant Agreement
GDP	Gross Domestic Product
GNI	Gross National Income
IMF	International Monetary Fund
JAC	Japan Alumni of Cambodia
JASSO	Japan Student Services Organization
JDS	Project for Human Resource Development Scholarship by Japanese Grant Aid
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JICA-AC	JICA Alumni of Cambodia
JICE	Japan International Cooperation Center
JSPS	Japan Society for the Promotion of Science
KOICA	Korea International Cooperation Agency
MoEYS	Ministry of Education, Youth and Sports
NSDP	National Strategic Development Plan
NZAS	New Zealand ASEAN Scholarship
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
RGC	Royal Government of Cambodia
PTTC	Provincial Teacher Training Center
RCEP	Regional Comprehensive Economic Partnership
RTTC	Regional Teacher Training Center
SNEC	Supreme National Economic Council
SNS	Social Networking Services
YLP	Young Leader's Program

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

1-1. Present Situation and Issues of the JDS Project

1-1-1. Background of the Project

The Project for Human Resource Development Scholarship (herein referred to as “JDS”) is a grant aid project conducted by Japan International Cooperation Agency (hereinafter “JICA”) that provides scholarships to international students from partner governments. It was established in fiscal year (FY) 1999 under the Japanese government's “100,000 International Students Plan.” The purpose of the JDS project is that “young government officials and others, who are involved in formulating and implementing the social and economic development plans 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 partnership between the two countries by building up person-to-person networks.” The project has accepted 3,700 international students from a total of 15 countries since the first intake of international students in FY 2000 up to FY 2016.

Although the original target countries of the JDS project were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Africa in Ghana in FY 2012, and to Nepal in FY 2016. At present, the project has 13 target countries. Indonesia left the JDS project in FY 2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also has left the JDS project with the last JDS fellows from China accepted in FY 2012¹.

Table 1 Number of JDS Fellows dispatched (2000-2016)

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	total
1. Uzbekistan	20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	295
2. Laos	20	20	20	20	20	20	25	25	25	20	20	20	19	20	20	20	20	354
3. Cambodia		20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	368
4. Vietnam		20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	484
5. Mongolia			20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	280
6. Bangladesh			29	19	20	20	20	20	20	20	15	15	15	15	15	25	30	298
7. Myanmar			14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	413
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	20	299
10. Indonesia				30	30	30	30	—	—	—	—	—	—	—	—	—	—	120
11. Kyrgyz								20	20	18	14	14	15	15	15	15	15	161
12. Tajikistan										3	5	5	5	5	5	5	5	38
13. Sri Lanka											15	15	15	15	15	15	15	105
14. Ghana													5	5	5	10	10	35
15. Nepal																	20	20
Total	40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	266	3,700

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

At first, intake plans for the various academic fields were made each year and human resources from both public and private sectors were accepted. Since FY 2009, the project was gradually switched to the “new system” as adopted by partner countries subsequently. 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 officers who are involved in the planning and implementation of policy in development issues. The new system endeavors to select and focus Japanese government development aid through the JDS project by accepting international students in four batches in the same target area and from the same target organization and assigning them to the same accepting university. The system aims to form a “critical mass,” with a group of former JDS fellows in each government ministry and agency, so that JDS fellows will be able to smoothly utilize the fruits of their studying in Japan in each organization they belong to after returning to their home countries. In addition, by fixing the accepting university for four years, the system plans to form networks between related organization in the target countries and Japanese accepting universities and to provide education and research programs which match the development issues and the human resource development needs of each country.

Subsequently, in the basic research project “Factor Analysis concerning the Result of the JDS Projects” (herein referred to as the “JDS basic research”) conducted by JICA in FY 2014, the results and factors of the JDS project in the 11 target countries² were compared and analyzed, and future project enforcement policies and strategies were demonstrated. The JDS basic research report indicated that over the 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 highlighted 4 pending issues: (1) drawing up the basic enforcement policy; (2) selection of fellows to intake in key persons and adding values; (3) follow-up for reinforcement of bilateral relationships; (4) development of “Japanophiles,” human resources who can contribute to the expansion and strengthen friendly relations between the two countries with a good understanding of Japan, and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: introducing the PhD program and establishing a special recommendation quota; the development of programs unique to Japan; 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.

² Ghana was not included in the survey since

Strategic Reinforcement of the JDS Program and Further Initiatives

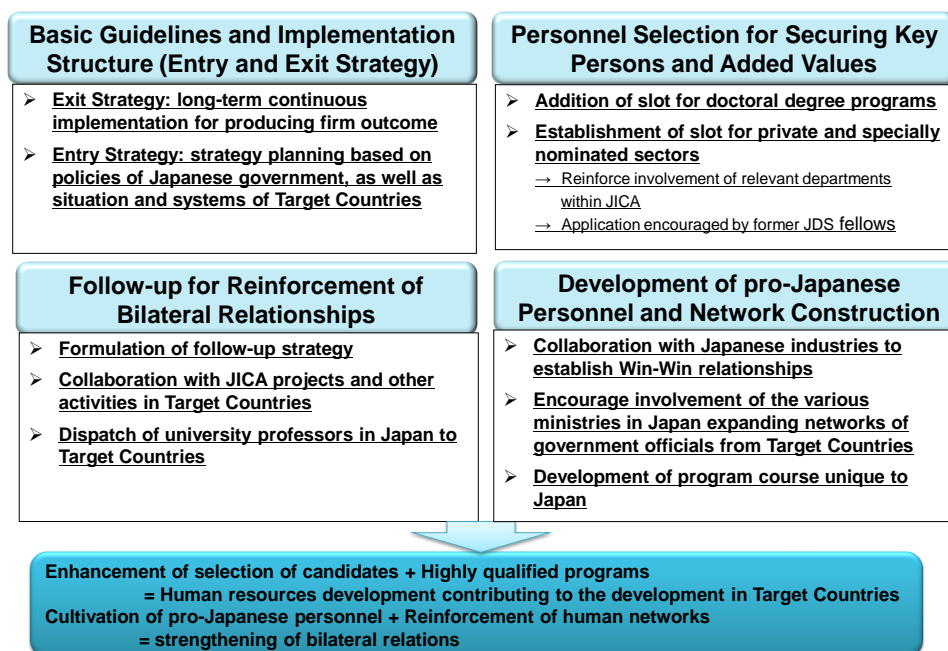


Figure 1 Recommendations from JICA Basic Research (source: JICA)

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

(1) Dispatch results and characteristics

Cambodia has been one of the target countries since 2000, the third year from the beginning of the JDS project, with 368 JDS fellows dispatched to Japan until March 2017 including the first-term JDS fellows in 2001. Out of the 368 JDS fellows dispatched from Cambodia, 317 fellows received a master's degree except 48 fellows still studying in Japan, and three fellows dropped out due to poor academic performance, health and/or family problems, etc. The ratio of receiving a degree is 99.0%.

Regarding the number of fellows per sending organization, excluding those who came from private sector which overwhelmingly many under the “JDS old system,” the Ministry of Education, Youth and Sports (MoEYS) is the top and the Office of the Council of Ministers continues. After the start of the new system in 2010, the Ministry of Labor and Vocational Training (MLVT) and Electricity of Cambodia (EDC) are the top places in addition to the MoEYS, which was also a regular in the old system. This is because most of the successful candidates in the field of science and engineering which was reinforced after the introduction of the new system were lecturers of a vocational training school under the umbrella of the MLVT and engineers of EDC.

Because an application system open to both public and private sectors was adopted under the old system, 95 out of 198 JDS fellows (approximately half) were from the private sector.

Table 2 Top 5 Organizations which Produce JDS Fellows the Most

Under old system (FY2001~FY2009)			Under new system (FY2010~FY2017)		
Rank	Organization	Number of fellow	Rank	Organization	Number of fellow
1	Ministry of Education, Youth and Sport	28	1	Ministry of Education, Youth and Sport	24
2	Office of the Council of Ministers	18	2	Ministry of Labor and Vocational Training	18
3	Ministry of Agriculture, Forestry and Fisheries	14	3	Electricity of Cambodia (EDC)	15
4	Ministry of Interior	8	4	Ministry of Agriculture, Forestry and Fisheries	13
5	Ministry of Economy and Finance, Ministry of Foreign Affairs and International Cooperation, National Bank of Cambodia	6	5	Ministry of Foreign Affairs and International Cooperation	12
			6	Ministry of Economy and Finance, Ministry of Justice	11

(2) Major challenges of JDS Project in Cambodia**Small target group for science and engineering**

From the third year of the first phase (intake from FY2010 to 2013), engineering-related development issues (Components) have been set up to enhance the capacity development of science and engineering personnel, and they are continued also in the second phase (from FY2014 to 2017). However, due to its historical circumstances of Cambodia, people with science and technology background is very limited. Therefore, people who have academic ability enough to learn in the master's courses in engineering in Japan are also very few, and accepting universities in Japan often show concerns about small number of applicants and their insufficient academic knowledge. Sometimes it had resulted in not being able to fill up the allocated slot per university at the selection stage, and even after entering the university, and some fellows are not able to keep up with their study due to lack of basic academic knowledge, being worried about incompleteness of the program.

Few applications from expected target human resources

The original target of the JDS project is a promising young government officer who tries to solve development issues, but there were some fields of study where such ministry and agency personnel were not selected in the end. As an example, in the engineering related field, although candidates from central ministries such as Ministry of Mines and Energy, Ministry of Labor and Vocational Training, Ministry of Industry and Handicrafts, and Ministry of Public Works and Transport are desired, in fact there are many lecturers of vocational training schools and engineers of Electricity of Cambodia. Also, in the field of education, staff of the MoEYS, lecturers of teacher training schools, and science and mathematics teachers should be the main target. However, there were situations where the application of elementary and secondary school teachers was very large.

First of all, in the engineering field, as stated earlier, human resources with engineering academic background are originally few in the country, and human resources who can study in English hired in the government, can be narrowed down further. Regarding the field of education, recruitment points are wide. For example, MoEYS intends to distribute JDS recruitment information to as many staff as possible, so it is also distributed to schools as well as staff of provincial officials and teacher training schools which are primarily targeted. In the end, a large number of general teachers who satisfy admission qualifications apply, and accepting universities, though they understand the objectives and target image of JDS, also accept general teachers if they shows excellent talent in the selection.

Lower number and quality of applicants for the field of Law

In the study field of law, the number and its quality of applicants declined significantly from the second phase. One factor is that private lawyers belonging to the bar association were excluded from the target organization. Another major reason is that the subject institution is practically limited only to the Ministry of Justice and the potential applicants of the ministry have limited further. Ministries and agencies such as the Ministry of Land Management, Urban Planning and Construction, and Office of the Council of Ministers were added as new subjects in order to give flexibility in target organization in FY 2016 (final year of the second phase). It is important to consider the viewpoint of ensuring the quality and number of candidates while taking into consideration the objectives and purpose of JDS.

Enhancement of Follow-up Scheme after returning to Cambodia

Strengthening the follow-up is one of the issues in the entire JDS Project. In Cambodia, “JICA Alumni of Cambodia” (JICA-AC), where JDS returned fellows are also included as members, are well-organized and very active. Some JDS Fellows are very active in JICA-AC, and one Fellow currently serves as the president, and some others as board of directors of the organization. It holds annual general assembly, plans and conducts social contribution activities and so on. It is hoped that they will continue to function as receivers of JDS returned fellows.

Meanwhile, as the name implies, JICA training participants are primal target of the JICA-AC, and since they can join whatever the length of the training period, activities to which JDS returned fellows would prefer are not necessarily done. In the Cambodia JDS project, it is required to follow up on returning students who are in accordance with the project aim of the JDS project, and to consider establishing a framework for networking while setting up JICA-AC as a foundation.

It is indispensable to provide appropriate follow-up cooperation not only to help JDS fellows use their experience of having studied abroad for actual operations but also to establish a more professional career of JDS fellows and produce project outcomes. In addition, networking among JDS fellows who understand Japan well strengthens the foundation of friendly relations between Japan and Cambodia, and it is required to make effective use of the assets created by the JDS

project by involving the Japanese industrial circle and the Japanese government.

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

(1) Social and Economic Situation

Cambodia is located in the Indochina, and has border with three countries: Thai in the northwest, Laos in the north and Vietnam in the southeast. The total land area of Cambodia is the third smallest in the ASEAN countries after Singapore and Brunei (about 1/2 of the area of Japan) and its population about fifteen million. In Cambodia, there run two large rivers Tonlé Sap and Mekong and most part of the country is a flat land. About 90% of population and economic activities are heavily concentrated on less than half the country's land.

Triggered by coups by Lon Nol in 1970, the country had long been plunged into a state of civil war and a large number of lives were claimed by a series of purges, etc. under the Pol Pot dictatorship. In the late 1980's voices calling for peace dialogues began arising, which grew into active moves to realize peace in Cambodia through negotiations among countries involved in disputes and relevant countries. Finally, the moves led to the signing of the Paris Peace Accords in October 1991. To date, five general elections were held in Cambodia and the Royal Government of the fifth legislature started in September 2013, headed by Prime Minister Hun Sen who received public mandate in the general election held in the said month, and continues now.

In terms of economic aspects, Cambodia had been a least developed country among ASEAN members. After signing the 1991 Paris Peace Accords, Cambodia began working on its initiatives to rebuild the country into full gear with cooperation from international society, and joined ASEAN in 1999. Although Cambodian economy was forced into severe conditions due to a decrease in tourism revenues, support and investment from overseas countries caused by the armed conflict in July 1997 on top of the Asia Financial Crisis, it turned into an upward trend after the political stability brought in by the launch of Hun Sen's administration in 1998. Between 1998 and 2007, yearly GDP growth averaged 9.4%, with a remarkable growth of over 10% in consecutive years between 2004 and 2007. After the Lehman shock, Cambodia achieved a tremendous v-shaped turnaround. Its economy continues to grow stably with GDP growth rate of 7.0% on average from 2010 to 2015.

The gross national income (GNI) per capita of Cambodia in 2015 was 1,070 dollars³. In July 2016, Cambodia got out of a low-income economy as classified by the World Bank and upgraded to a lower middle-income economy. Factors of high economic growth are: (i) manufacturing industry including the sewing business primarily for the export; (ii) service industry including the tourism; (iii) good agricultural production; (iv) active situation of constructing industry; (v) foreign investment; and (vi) growing bank loans.

³ World Bank Open Data

Cambodian Government has been actively attracting foreign investors to Cambodia to promote the market economy. There are five major reasons why Cambodia has been a viable investment destination for foreign firms; 1) cheap and abundant labor force, 2) investment incentives for foreign firms, 3) stable macro-economy, 4) geographical advantage of being located on Southern Economic Corridor, and 5) comparative advantage towards neighboring countries in terms of political and social stability due to long-term administration.

Cambodia is located in between Thailand and Vietnam, which forms the big industrial clusters in South East Asia. Benefiting from this advantageous geographical location and its cheap and abundant labor force, Cambodia has played a significant role within the regional supply chain by mainly assuming labor-intensive work. In recent years, many Japanese corporations moved into Cambodia to establish a production base under “China + 1” and/or “Thailand + 1” plans in the background of an increase in labor costs in China and Thailand and a tight labor market. Furthermore, it is anticipated that the firms in the region will optimize the regional supply chain, which may lead to the development of clusters, by industry sector, or, country, and to the restructuring of production bases. The ASEAN Economic Community will make it easier for firms to establish an international division of labor, which might possibly accelerate the “Thailand + 1” movement.

On the other hand, there are some major challenges of the Cambodian economy, such as 1) weaker comparative advantages as investment changes direction in light of increased minimum wage, 2) Decreasing working population due to change in the demographic pyramid, 3) Low productivity of workers, 4) Higher production cost due to unavailability of parts and raw materials at the local level, 5) Unstable and Costly Power Supply Compared to Neighboring Countries, and 6) Lack of STEM⁴ Human Resources. To keep this high economic growth in the future, Cambodia is required to shift to the skill-intensive industry from the labor-intensive industry it has been relying on, as well as to expand the domestic supporting industries necessary to settle the aforesaid issue, develop the infrastructure and energies, develop human resources and build a governance and economic systems necessary to achieve the above⁵.

(2) Situation of Higher Education

In 1979, Cambodia started the 10-year education system. Then, it was revised into 11-year education system, consisting of five years of primary education, three years of lower secondary education and three years of upper secondary education from 1986 to 1996. Then, upon enforcement of a royal decree in 1996, it was revised into “12 year system” consisting of six years of primary education, three years of lower secondary education and three years of upper secondary education in 1996. Accordingly, students who entered six-year primary education newly established in 1996 (that is, those who were born around 1984 or later) ordinarily receive 16 years

⁴ Abbreviation of “Science, Technology, Engineering and Mathematics”

⁵ JICA (2016) Data Collection Survey on Human Resource Development for Industrialization in the Education Sector in the Kingdom of Cambodia Final Report

of education to earn a bachelor's degree. Some students, however, do not have to receive 16 years of education because of accelerated promotion and repetition of the same grade or reinstatement even in primary schools.

The school system in Cambodia consists of the primary education (Grade 1-6), lower secondary education (Grade 7-9), upper secondary education (Grade 10-12) and higher education (universities and vocational training schools). The Constitution and the Education Act state that the nine years from Grade 1 to 9 is mandatory education, but the school enrollment rate in Cambodia tends to decline for preschool education and secondary education (enrollment rates: about 20% for preschool education, about 96% for primary education, about 57% for lower secondary education and about 25% for upper secondary education) ⁶. Also, because many public schools are divided into two courses in a day, the classrooms and teachers are not significantly short on numbers, as a whole, but there still is a large difference between the urban area and regions.

Regarding the training of school teachers, the primary school teachers are trained in 18 nationwide Provincial Teacher Training Centers (PTTC) and the secondary school teachers in 6 nationwide Regional Teacher Training Centers (RTTC), both for two years. In October 2016, JICA entered into a basic agreement with the Ministry of Education of Cambodia for establishment of the "Teacher Training College" (TTC). The purpose of this project is to shift the primary and secondary school teacher training course from the current two years to four years, to establish TTC in Phnom Penh and Battambang and to start a "four-year course" in 2018 to train elementary and junior high school teachers.

There are 118 higher educational institutions (universities, etc.) nationwide, of which 46 are national and public and 72 are private and which are supervised by the MoEYS or other ministries⁷. A bachelor's degree requires four years generally and five years in science and engineering departments. Many students desire to study abroad in advanced schools with scholarship to get university education of good quality.

1-1-4. Cambodia's Development Plan

The "Rectangular Strategy" was announced by the Prime Minister Hun Sen in the first meeting of the national assembly when his third legislature was established in July 2004, as a policy paper stating comprehensive national development strategy under the new administration. This strategy evolved into Phase II in September 2008 under the Royal Government of the fourth legislature, and the Rectangular Strategy Phase III was presented by Prime Minister Hun Sen in September 2013 under the fifth legislature. With "Good governance" as the core of a rectangle, the four sides comprising the rectangle are as follows: agricultural development; rehabilitation and construction of physical infrastructure; private sector development and employment; and capacity building and

⁶ EDUCATION CONGRESS Report (Ministry of Education, Youth and Sport, 29-31, March 2016)

⁷ EDUCATION CONGRESS Report 2014-2015 (Ministry of Education, Youth and Sport, P42)

human resource development.

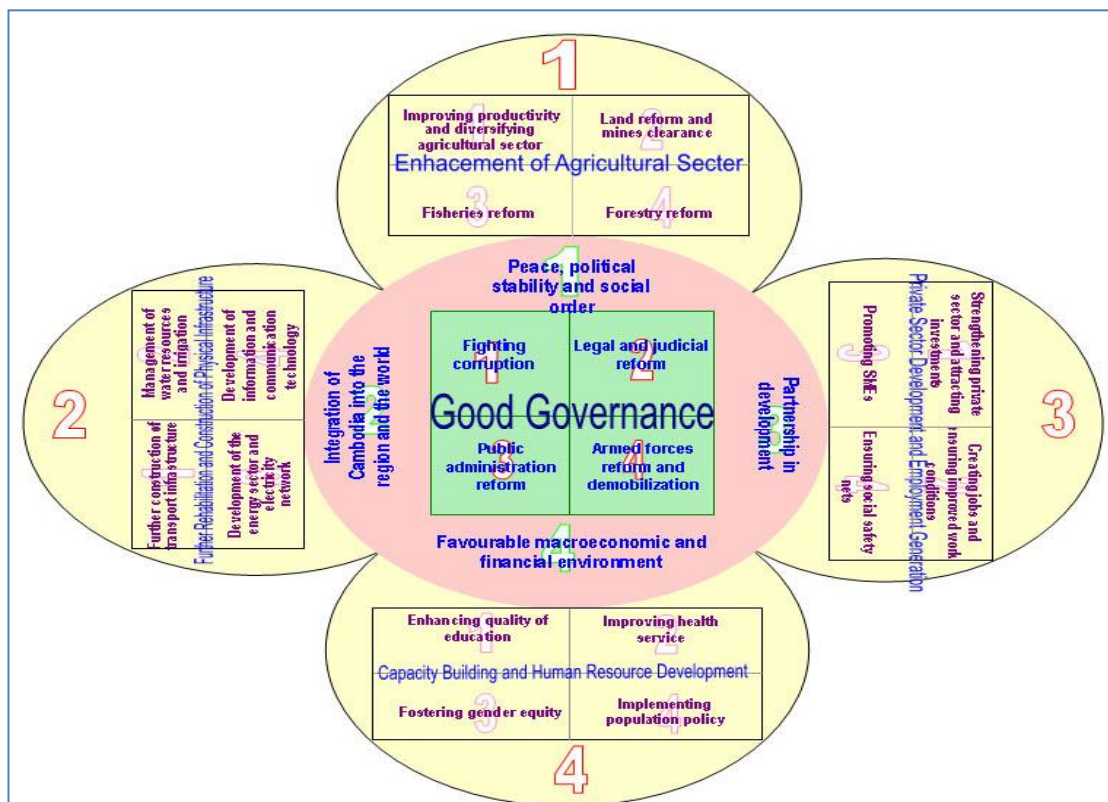


Figure 2 Rectangular Strategy Phase III

The National Strategic Development Plan (NSDP) (2014-2018) then developed to achieve the Rectangular Strategies emphasizes the following four points.

- (1) Keep a fair, continuous, comprehensive and durable economic growth of 7%
- (2) Improve competitiveness to attract domestic and foreign investments and create employment.
- (3) Reduce the poverty rate by 1% or more per annum through human resources development and effective use of resources.
- (4) Improve the organizational force and quality of governance and provide efficient public services.

With the aim to be upgraded to a upper-middle income economy by 2030 while enjoying the benefit from ASEAN economic integration, the Cambodian government announced the “Cambodia Industrial Development Policy 2015 - 2025” in 2015, which states that Cambodia aims to shift from the current economy based on labor-incentive industry to the economy based on knowledge-incentive industry, with three purposes to: (i) increase the rate of the secondary industry in GDP to 30%; (ii) diversify the export industries; and (iii) foster small and medium-sized corporations. To achieve these purposes, the said Policy states that the government will develop policies related to the invitation of direct investments, promotion of technological transfer to local industries, fostering and modernization of small and medium-sized corporations,

improvement of operations of existing laws and regulations, human resources development, infrastructure development, expansion of transportation services, promotion of information technology and financial systems.

1-2. Background and Overview of the Grant Aid

As already mentioned, Cambodia has achieved peace in 1991 and is steadily on the way of rehabilitation and development. In the Rectangular Strategy phase 3, announced by the Cambodian government in 2013, 4 pillars of growth are focused: “enhancement of agricultural sector,” “rehabilitation and construction of physical infrastructure,” “private sector development and employment,” and “Capacity Building and Human resources development” with “good governance” placed in the center. Along with the realization of the Rectangular strategy, while enjoying the benefits of the ASEAN economic integration, Cambodia is aiming to upgrade themselves to the middle income country.

While Cambodia has been achieving a steady economic growth, it is in a situation where the ability and framework of employees, organizations, systems, finances, etc. of the government organization that handle each development issue are insufficient in general in comparison with the issues they have to work on. NSDP 2014-2018 also suggests that the capacity building of human resource in government organizations is an important issue. Fostering the core personnel in the government organizations is an ongoing and urgent issue in this country.

Cambodia is located in a geopolitically advantageous place from an economic viewpoint and Japanese corporations are increasingly coming. Given its importance in the whole ASEAN as well, the Cambodian growth as a democratic nation will be crucial for the peace and stability of Asia which are closely related with the security and economic issues of Japan, and a more enhanced relationship between these two countries is expected hereafter.

It is expected that this project will improve administrative abilities and train government officers who will form the core for institution-building, and will contribute to solving development issues which Cambodia faces.

1-3. Civil Service System in Cambodia

1-3-1. Administration system and government officers

(1) Framework of Cambodia's public servant personnel system

The current framework of the Cambodian civil servant system is prescribed in the law on the General Statute of Civil Servants established in 1994 and is administered by the Ministry of Civil Service in accordance with the incidental kret (Royal Decree), anukret (Sub-decree), and prakas (Decision). With the “Serving People Better” as the basic objective of civil servants, the Cambodian government is promoting the motivation of civil servants, improvement of the loyalty

and specialty and enhancement of the public servant system in order to improve a transparency, efficiency and suitability of the project so that the public services may be effectively provided.

With an idea that individual public servants' deep understanding of laws, which are the base of public servant system, is important to achieve the objective of "Serving People Better," the government is regularly distributing the "handbook for civil servants" to help them easily interpret the public servant statute in order to promote a transparent, credible and efficient legal governance.

The public servants are classified into three categories from A to C according to the educational level and duties. Each of categories A and B is classified into three Grades and each Grade is further classified into four to six Steps. Category C is classified into 10 Steps without Grade (See Figure 2). Till 2014, there were four categories which have more segmentalized Steps but in 2015 the categories are organized as existing.

Each of the ministries establishes the rules for each internal Body, in accordance with which the promotion and salary rise are determined. The employees will be upgraded to the next Step basically every two years. When an employee is upgraded to the Grade 3 or the highest Step of Grade 2, he/she will go to the lowest Step of the next Grade (for example, from Grade 3, Step 1 to Grade 2, Step 4). Salary Index is determined to each corresponding step indicating the level of basic salary, and the basic salary is calculated by multiplying the salary index by the unit price which is announced by the government annually (1 Index = 1,900 Riel in 2017). In addition, the position allowance according to the post is paid as well as supplemental allowance, regional risk allowance, family and other allowances.

Category	Grade	3				2				1					
	Step	4	3	2	1	4	3	2	1	6	5	4	3	2	1
	Salary Index	345	354	364	379	394	410	426	443	461	479	496	513	531	550
Category B	Grade	3				2				1					
	Step	4	3	2	1	4	3	2	1	6	5	4	3	2	1
	Salary Index	300	308	318	331	344	358	369	380	393	407	421	436	453	470
Category C	Step					10	9	8	7	6	5	4	3	2	1
	Salary Index					265	274	284	295	307	321	335	352	370	390

Figure 3 Category, Grade, Step and Salary Index

(2) Recruitment

Civil servants in Cambodia are recruited through the competitive examination conducted by each ministry under supervision of the Ministry of Civil Service. Recruitment examination is conducted for job vacancy, if any. Commonly to all ministries, an applicant must: (i) be a Cambodian national; (ii) be no younger than 18 years of age and no older than 25 years of age; and (iii) have no prior criminal record. About the age limit prescribed in item (ii), however, the doors were opened to many people from January 2017, for example, a holder of doctorate degree is no longer subject to age limit and a holder of master's degree and a holder of bachelor's degree

are considered to be qualified up to 40 years of age and 35 years of age, respectively. Candidates belonging to ethnic minority, coming from remote regions, as well as women, are encouraged and preferentially treated in the selection. After a probation period of 12 months after recruitment, the recruited are officially employed for life. There is another recruitment program where the Royal Administrative Academy make recruitment and, after the initial training, assigns the recruited to ministries in consideration of the trainees' specialty field, outcome of the training, etc.

(3) Promotion and transfer (career path)

All employees are assigned to Grade 3 of any Category basically when employed. Once assigned, they will be promoted with advancing age. Upgrading to one higher Step usually requires two years, as a rule. One who shows outstanding ability may be promoted irrespective of age within the rules of each Body. It is said that one who experienced overseas study, such as JDS project, receives a higher level of salary after return.

Promotion requires an inclusion in a list of candidates. In January every year, an employee who meets the promotion standards will submit an assessment sheet with note of his/her supervisor to a ministry or secretariat to which he/she belongs and the administrator will prepare a list of candidates according to such sheet.

The Cambodian civil servant system does not have a practice to relocate personnel periodically. Besides, the personnel relocation between ministerial departments is very few. One who desires to be relocated must coordinate with a desired department and submit a request of relocation for consideration by him/herself.

(4) Gender consideration

Regarding the gender consideration in the Cambodian civil servant system, the Ministry of Women's Affairs was established in 1996 and takes initiatives in advancing the gender mainstreaming in cooperation with other ministries and agencies. In addition to the aforesaid rectangular strategies and NSDP, the Neary Rattanak IV (i.e. fourth five-year gender equality promotion plan) established in 2014 shows the direction to and specific goal of the gender mainstreaming in Cambodia. The said strategic plan sets up the promotion of women's participation in decision makings in the government, and the gender mainstreaming in policies and programs as one of the top priorities and its another objective is to increase the rate of female civil servants to 40%. The statistics of the Ministry of Civil Service in 2016 show that the rate of women in public servants is about 38%, which has been increasing year by year from 32% in 2007. As aforesaid, the women are preferentially treated in the recruitment examination for civil servants. Besides, while men's retirement age is 58 years old for Category B, and 55 for Category C, respectively, women's retirement age is 60 in all Categories, which seems to affect the improvement of gender balance.

1-3-2. Human resources development system

Because many human resources and social infrastructure were lost in the civil war and the higher educational institutions could not provide its function well for a long time, number of civil servants who have ability to fulfill duties necessary for administrative operations is still not sufficient. Accordingly, for Cambodia to aim the development of social economy, in addition to procure the managing staff, to improve the ability of general officers and the training is very much needed.

Regarding a human resources development institution for public servants, the Royal Administrative Academy was reconstructed in 1995 with supports of France and conducts the introductory training for prospective managing staff, etc. and the ongoing training for government officers as a training institution intended to develop the ability of civil servants. The trainings include the two-year introductory training for prospective managing staff (corresponding to university graduates), one-year general introductory training (corresponding to junior college graduates) and the ongoing training for civil servants. Of the above trainings, the initial training corresponding to university graduates accepts application once in two years and the trainees who completed such training are expected as prospective managing staff for whom the salary grade (position allowance) is set higher than for the ordinary recruited.

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

1-4-1. Trends of the Japanese ODA

2015 is the 60th milestone anniversary of the signing of a friendship treaty between Japan and Cambodia. In 2013, the relationship between these two countries was upgraded to the strategic partnership and in 2015 the heads of Mekong region countries, including Japan and Cambodia, met in Tokyo and adopted “New Tokyo Strategy 2015” as a new strategy for cooperation between Japan and Mekong region for the next three years. “Soft” efforts in that strategy emphasizes the significance of not only “hard” efforts but also “soft” efforts toward the realization of “quality growth” in the Mekong region, such as advancing industrial structures and human resource development, and strengthening “soft” connectivity, to achieve the “high-quality growth.” The JDS project is considered to be useful to such strategy.

Regarding bilateral supports, Japan has been supporting Cambodia in a wide range as the largest supporting country since 1992 up to the late 2000's and the economic cooperation of Japan to Cambodia amounts to 101.75 million dollars which accounts for 15% of the total.⁸

⁸ OECD/DAC, OECD.Stats

Because no ODA statistics exist for China, no statistics are publicized at the same standards. Generally, China's supports to Cambodia (grant and loan) exceeded 100 million dollars around 2008 to 2009 and China is said to be a top donor to Cambodia at the same level as Japan.

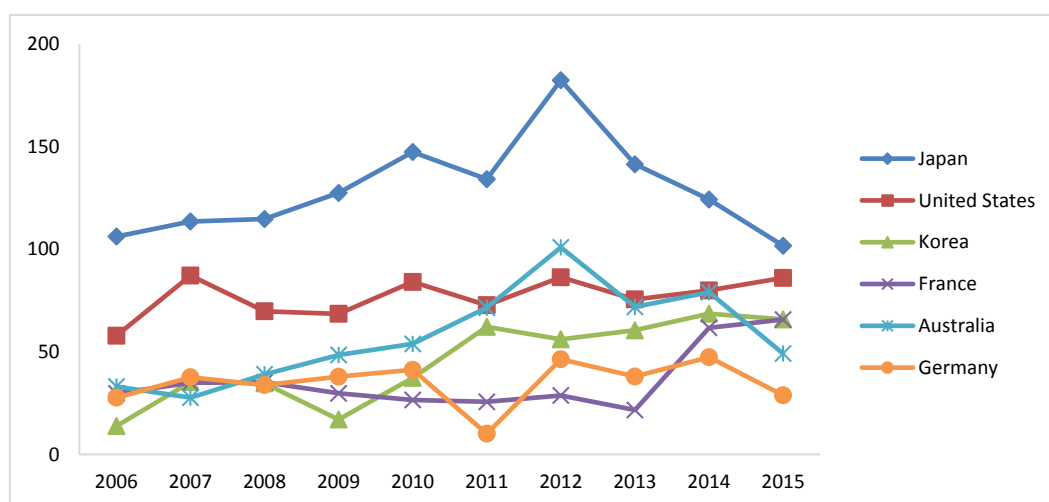


Figure 4 Changes in aid expenditure of major donors to Cambodia
(Dollars in millions, based on aggregate spending)

The Country Assistance Policy for Cambodia formulated by the Government of Japan in April 2012 sets its basic policy as “Steady and Sustainable Economic Growth and Balanced Development.” Based on this policy, Japan sets three pillars of priority for its assistance and 8 development issues. JDS is highly relevant to the assistance policies of both Japanese government and JICA in relation to ODA programs.

Table 3 Country Assistance Policy for Cambodia by the Japanese Government

Basic Policy (Overall Goal)	Priority Areas (Mid-term Goal)	Development Issues (Short-term Goal)
Steady and Sustainable Economic Growth and Balanced Development	Strengthening of the Basis for Economic Activities	<ul style="list-style-type: none"> • Development of Economic Infrastructure • Strengthening of the Private Sector • Agriculture and Rural Development
	Promotion of Social Development	<ul style="list-style-type: none"> • Development of Water Supply and Sewage Systems • Enhancement of Health and Medical Care • Improvement of Education Quality • Demining of Anti-personnel Mines
	Strengthening of Governance	<ul style="list-style-type: none"> • Strengthening of Governance

(1) Trends and activities of Japanese Ministry and Agencies

Each ministry and agency has a movement to strengthen collaboration with Cambodia. The Ministry of Land, Infrastructure and Transport and Tourism confirms the cooperative relationship between the two countries in the entire national land transportation field and is further strengthening cooperative relations concerning infrastructure projects such as urban development, roads, sewerage, railroads, airports, and human resource development. Besides that, other

ministries and agencies such as the Ministry of Economy, Trade and Industry, the Japan Patent Office, the Financial Services Agency have also made various efforts to strengthen cooperative relations with Cambodia.

Table 4 Efforts of the ministries and agencies to enhance the cooperative relationship with Cambodia

Ministry/Agency	Activities
Ministry of Land, Infrastructure and Transport and Tourism	<ul style="list-style-type: none"> Confirm the cooperative relationship between two countries in the entire land and transport fields and enhance the cooperative relationship in the infrastructure matters, such as city development, roads, sewage, railways, airports, etc. and the human resources development, etc February 2017: The memorandum of cooperation (MOC) was executed to enhance the cooperative relationship with the Ministry of Public Works and Transport of Cambodia. To deepen the cooperation between two governments in sewage field, the information exchange through workshops, etc. and the surveys and researches through dispatch of specialists and engineers are done with respect to sewage policies, construction and maintenance management, legal systems, human resources development, etc. January 2017: A comprehensive memorandum of cooperation was executed to enhance the cooperative relationship with the Ministry of Land Management, Urban Planning & Construction of Cambodia. The information exchange through workshops, etc. and the surveys and researches through dispatch of specialists and engineers are done with respect to housing and construction industry, land planning, city planning, map and measurement departments, which are within the scope of administration common to both Ministries.
Ministry of Economy, Trade and Industry	<ul style="list-style-type: none"> Development of business environments, such as tax system, power supply, customs procedures, etc. Cooperation is given in a wide range, such as the development of oil and mine lots, utilization of bilateral offset credit system, establishment of medical emergency center utilizing Japanese medical technologies and so on. Supports to the policies for small and medium-sized corporations and suggestions about establishment of a new framework to expand the trade between two countries. Agreement is made to promote the cooperation between Japan, ASEAN, RCEP and others in the East Asian regions. Platform for local support to small and medium-sized corporations' overseas development" is started in Phnom Penh to give one-stop support to Japanese small and medium-sized corporations for their overseas development.

Japan Patent Office	<ul style="list-style-type: none"> ▪ In May 2016, the agreement was made to cooperate in facilitating the grant of patent (CPG: Cooperation for Facilitating Patent Grant). Regarding the application corresponding to the application by which a patent was granted in Japan after examination, a patent will be granted in Cambodia, too, substantially without examination upon application by the applicant. ▪ The memorandum of cooperation was signed to enhance the cooperative relationship for the intellectual properties at a meeting with the vice minister of the Ministry of Commerce in December 2014
Financial Services Agency	<ul style="list-style-type: none"> ▪ Documents are exchanged with the Securities Exchange Committee of Cambodia regarding the exchange of experiences and expertise between both authorities. The purpose is to enhance the cooperative relationship between both authorities for a sound mechanism of financial regulations and a development of the financial markets by taking into account the world financial markets increasingly being globalized

(2) Projects implemented by JICA

To ensure that Cambodia develops in a balanced manner with stable economic growth, JICA is focusing its support on strengthening the economic base by promoting agriculture, improving infrastructure, enhancing social development through health care and education, and strengthening governance through legal reform.

For the economic infrastructure development, among others, JICA is constructing the southern economic corridor to enhance the connectivity of ASEAN and is rendering cooperation for the development of national axis to support economic and industrial promotion through repair of the national road No.1 and a grant aid for Neak Loeung Bridge (known as the “Tsubasa Bridge”) opened in 2015. Also JICA is rendering a wide range of cooperation, such as the development of transport and electricity infrastructure by yen loans as well as the system enhancement, human resources development, dispatch of experts and so on by technical cooperation project.

The programs similar to JDS are “ASEAN University Network/ Southeast Asia Engineering Education Development Network (AUN/SEED-Net)” and “Training Program for Human Resources Development in the Mining Sector (Kizuna Program)” (Further explained in 1-4-2. (2)).

1-4-2. Japanese government’s scholarship programs

As of May 2016, 239,287 international students (government-sponsored and privately- financed) are receiving education in Japan. Looking at the number of international students by region of origin, students from Asian region account for 93.70%. As for the number of international students by nationality, there are 629 students from Cambodia, the 20th largest group overall. The number of students from Cambodia to Japan has increased sharply over the past five years, almost doubling compared with 311 students in 2012.

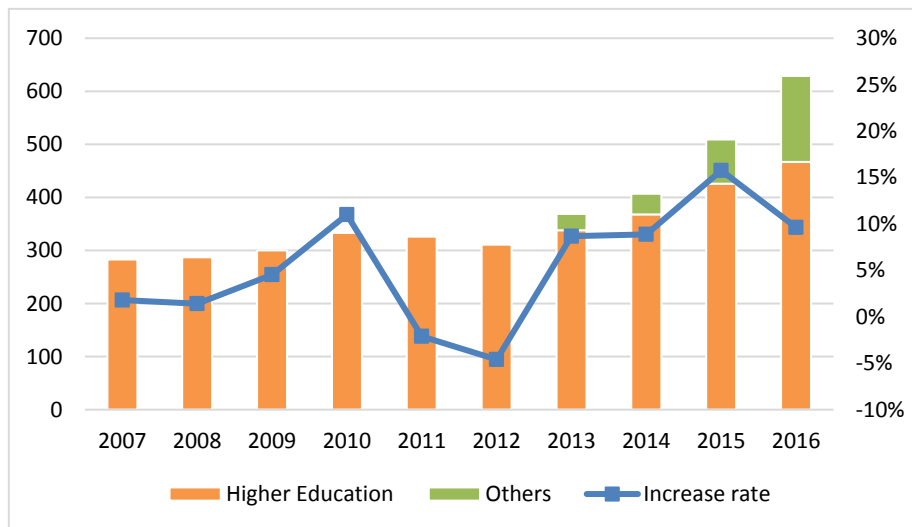


Figure 5 Number of Cambodian students to Japan (past 10 years)⁹

Mainly five organizations operate programs for Cambodia students studying in Japan sponsored by the Japanese government. There are three major types of programs which target administrative officers like JDS: Young Leaders' Program (YLP), a scholarship student program sponsored by MoEYS; scholarship student programs operated with contributions from the Japanese government to international organizations; and JICA's long-term training programs. Table 5 describes the outlines of these programs.

Table 5 Japanese government's scholarship programs

Organizations	Project	Purpose
Ministry of Education, Culture, Sports, Science and Technology (MEXT)	The Japanese Government (Monbukagakusho) Scholarship	To promote international cultural exchange between Japan and other countries and to promote mutual friendship, as well as to contribute to human resources development of foreign countries.
Japan Society for the Promotion of Science (JSPS)	JSPS Fellowship Programs for Overseas Researchers	To support the progress of research by individual foreign research fellows, as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.
	RONPAKU (Dissertation PhD) Program	To support outstanding researchers from Asian and African nations in obtaining PhDs from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries.

⁹ Source: Japan Student Services Organization (JASSO) : annual survey on international students

Ministry of Foreign Affairs (MOFA)	Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP)	To provide <u>middle managers</u> in developing countries with opportunities to study in Master's degree courses in development-related areas in Western countries, Japan, etc. The project has been administered with donations from the Japanese government for longer than 25 years. More than 5,000 people have received the scholarship so far and more than 200 million dollars has been spent by the Japanese government. The project is intended for personnel in both the government and the private sector.
	Japan-IMF Scholarship Program for Asia (JISPA)	This is a scholarship system run in Tokyo by the IMF Regional Office for Asia and the Pacific, based on aid from the Japanese government. The scholarship is offered in order to contribute to the reinforcement of government capabilities in macroeconomic and financial policy planning and implementation, with the aim of training <u>young administration officials</u> in the Asia-Pacific region. Annually, the scholarship is provided to about 35 scholars who study a Master's degree program in the partner universities such as Hitotsubashi University, International University of Japan, GRIPS and the University of Tokyo. There are also small slots for those who apply for a doctoral course in any university in Japan (not specified).
	Asian Development Bank - Japan Scholarship Program (ADB-JSP)	For developing countries who are members of ADB, the program offers opportunities to obtain degrees in development-related fields in 27 designated graduate schools in 10 countries in the Asia-Pacific region. It was established in April 1988, and the Japanese government has spent more than 100 million dollars. More than 2,700 people from 35 member countries have received the scholarship. About 300 people receive the scholarship every year.
JICA	Long Term Training Program	A technical cooperation program to accept outstanding young human resources from <u>counterparts to JICA projects</u> 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.

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

Japanese government-sponsored scholarship programs for international students was started in 1954. Since 1992 when Cambodia concluded a peace agreement, there have already been more than 1,000 people. Cambodia has sent their people to Japanese government scholarship students in all programs. The recruitment record from Cambodia since 2012 has been increasing every

year, exceeding 200 people in FY 2016. Among them, about 80 to 90 are graduate research students like JDS master level, and 4 to 7 were YLP¹⁰.

Table 6 Overview of Research Student and YLP in MEXT Scholarship Program

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

(2) JICA's Studying abroad Projects in Cambodia

In Cambodia, there are two main JICA projects which have studying abroad component. Both the "ASEAN Engineering Education Expansion Project (AUN/SEED-Net) Phase 3" and the "Training Program for Human Resources Development in the Mining Sector (Kizuna Program)" covers the fields of science and engineering, and some of the target human resources also overlap with JDS. For AUN/SEED-Net, the number of scholars dispatched from Cambodia (including those to Japan and within ASEAN countries) by 2001 to 2015 is 220 among 1,177 in total. There are 319 from Vietnam when comparing by country unit, but as per sending institutions, Institute

¹⁰ Source: Japan Student Services Organization (JASSO): annual survey on international students

of Technology Cambodia (ITC) has the largest number among the 26 member universities, since ITC is the only member universities in Cambodia and all 220 people are dispatched from there.¹¹

The “Training Program for Human Resources Development in the Mining Sector (Kizuna Program)” is a project that began with the objective of strengthening the human network with Japan through the development of talented people in developing countries responsible for sustainable mining development. Approximately 200 people in the decade from March 2014 are planning to be accepted for doctorate and master's degree program in Japanese graduate school. Two from Cambodia have been accepted so far as of April 2017.

Table 7 Studying abroad Projects in Cambodia

Project	AUN/SEED-Net Phase 3	The Kizuna Project
Scheme	Technical Cooperation Project	Technical Cooperation Project
Purpose	<ul style="list-style-type: none"> -To promote human resource development in engineering for sustainable socio-economic development of the ASEAN region. - To nurture internationally competitive personnel with multicultural awareness through academic cooperation among leading engineering higher education institutions in ASEAN and Japan -To advance engineering education and research capacities of leading engineering higher education institutions in the region through collaboration and solidarity between the institutions and industrial sectors in ASEAN and Japan. -To strengthen linkage among Member Institutions, industries, and communities. 	<ul style="list-style-type: none"> - To build a good relationship in the mining sector with developing countries, through human resources development in developing countries with a mineral resource potential, and support for mining development in the country. Also, to contribute in ensuring the stable mineral resources supply. -To support comprehensive capacity development of government officials, who are in charge of mining administration in the countries, and university teachers and researchers, who foster human resources in the mining sector, by obtaining knowledge of not only technical matter but also on social and economic fields which is required to promote mining industry development.
Target	26 member institutions across 10 ASEAN countries (Cambodia: Institution of Technology of Cambodia)	Practitioners (Governmental Officials, Engineers, Research Analyst, Employees of Public Cooperation etc. in the mining sector), Educators and Researchers in 40 countries (including Cambodia)
Training format	Master's Degree Program (in ASEAN) Doctoral Degree Sandwich Program (in ASEAN), Doctoral Degree Program (in Japan and Singapore) Integrated Graduate Degree Program, Collaborative Research Program, Short-Term Program, Japanese Professor Dispatch Program etc.	Master's Degree Program, Doctoral Degree Sandwich Program, Internships in Japanese government agencies and companies, Overseas Research with a supervisor
Number of participants	110 participants	Approximately 20-30 participants Approximately 200 participants (2014/3-present)

¹¹ AUN/SEED-Net Annual Report 2015-16 p.31-32

Accepting universities	14 Universities in Japan Hokkaido University, Tokyo Institute of Technology, Kyoto University, Nagoya University, Kyusyu University, Toyohashi University of Technology etc.	7 Universities (as a general rule) Kyusyu University, Waseda University, Akita University etc.
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1-4-3. Situation of private cooperation and exchange

Japan signed the investment agreement with Cambodia in 2007, since when the direct investment in Cambodia has been increasingly growing. The value of trade has been increasing year by year and the value of export to Japan in 2014 amounted to 700.1 million dollars accounting for 6.5% of total export following the U.S., the U.K., Germany, etc. The value of import from Japan amounts 207.9 million dollars accounting for 1.6 of total import following Thailand and other ASEAN countries, China, Taiwan and Korea¹².

Japanese corporations are increasingly moving into Cambodia. In 2015, 250 Japanese corporations were newly registered with the Ministry of Commerce, slightly up from 246 in the previous year¹³. Many of them are engaged in the trade industry. Because Cambodia has moderate regulations for foreign investment in non-manufacturing field, the investment in small and medium-sized non-manufacturing is active. Recently, Japanese large financial institutions, large shopping malls, general hospitals, large food-service companies are moving into Cambodia, while Japanese schools are established and direct flight services started, which makes Japanese people feel much closer to Cambodia. At the Mekong-Japan Summit held in July 2015, the importance of “multi-layered cooperative relationship incorporating the further promotion of private investment and the local and private powers, including the use of public and private partnership” was emphasized in developing the New Tokyo Strategy 2015 for Mekong-Japan Cooperation.

Meanwhile, the investing corporations point out the needs to raise the level of basic education for local human resources, enhance the capacity of the government employees and so on. MoEYS is taking measures to improve the situation, various efforts are made by other concerned ministries and agencies to upgrade the government employees and improve the systems, but it will take some more time to make the situation better.

The economic development utilizing the inflow of capital and people from overseas countries is expected in the future, too. To this end, further development of economic and industrial infrastructure as well as legal and administrative systems is essential hereafter, too, and the JDS project to develop human resources engaged in such development will have more significance than ever.

¹² IMF DATA – Access to Macroeconomics and Financial Data

¹³ JETRO Global Trade and Investment Report 2016

(1) Examples of Private Sector Cooperation and Exchange

JAC : Japan Alumni of Cambodia

The “Japan Alumni of Cambodia” (JAC) was established 2002, aiming to promote friendship, cooperation and mutual understanding among alumni of Japan, and to promote academic exchanges, and activities of science, technology and culture, etc. by volunteers who have studied abroad in Japan. The association which began with only about 30 people now also has a network scale exceeding 1,000, with the majority of the government-sponsored international students accounting for it. Main activities include promotion of mutual friendship and exchange among members through meetings several times a year, cooperation to hold a study abroad in Japan, aftercare of alumni, and cooperation to cultural exchange programs held in Cambodia. In addition, by seeking donations JAC allocates about 2 million yen per year as a scholarship to students.

Honda Y-E-S Program by Honda Foundation

Honda Y-E-S (Young Engineer and Scientist's) Award program started aiming for young students to foster future leaders of science and technology fields as a part of the Honda Foundation's 30th anniversary project. This system grants awards to students who have excelled in the area of science and technology and who continue to aspire to higher academic achievement, and the grant is awarded in two stages. Its details are matched to the receiving country's needs and circumstances, and now the program is offered in Vietnam, India, Laos and Myanmar in addition to Cambodia.

In Cambodia, the program started in 2008, and it is implemented in cooperation with Cambodia-Japan Cooperation Center (CJCC). There are two stages as follows, and so far 36 people are awarded on Stage One, and 11 are awarded on Stage Two.

Table 8 Cambodia Y-E-S Award Program Outline

Stages	Details
Stage One: Y-E-S Award	Four brilliant undergraduate students selected from the Cambodian affiliated universities are awarded with a prize grant worth US\$3,000.
Stage Two: Y-E-S Award Plus	All the Y-E-S Award awardees may claim to receive a non-restricted scholarship fund worth US\$10,000 if they are admitted to, and actually go to postgraduate (master or doctoral) study in universities in Japan, within two years they have graduated from university.

1-5. Trend of Other Donor's Aid

In Cambodia, a number of countries and international organizations as well as private companies are providing scholarship programs. Although the objectives of each project are diverse and mainly targeting students, there are donors who are implementing scholarship projects with the objective of human resource development that contributes to the development of Cambodia as

similar to the JDS project.

Table 9 Other Donor's Scholarship Programs in Cambodia

Program	Target	Degree	Field of study	Slot
Australia Awards Scholarship (AAS)	Open recruitment	Master, Doctor Postdoctoral	None specified	Approximately 50 people
New Zealand ASEAN Scholarship (NZAS)	Open recruitment	Master, Doctor	Rural Development, Renewable Energy, Disaster Risk Management, Public Sector Management, Private Sector Development	Approximately 30 people (2016)
KOICA Scholarship	Government officers	Master	Science, Governance, Agricultural and Rural Development, Economic Development, Information and Communication Technology, Health systems strengthening	38 people
Chevening Scholarship	Open recruitment	Master (1year)	None specified (Following fields are preferable.) Climate Change, Educational Management, Environmental Management, Infrastructure, Science, Technology, Engineering and Mathematics, Urban Planning, Public Sector Management,	Approximately 20 people (2016)
Fulbright Scholarship	Open recruitment	Master	None specified	7 people (2016)
French Government Scholarships	Open recruitment	Master, Doctor	Engineering (Master), Science (Doctor), Economics and Business, Law and Politics	Unclear
Chinese government scholarship	Open recruitment	Bachelor, Master, Doctor	Science, Engineering, Economics, Business, Medical Science, Information Technology etc.	Bachelor: 20 people Master 25 people

(1) Australia Awards Scholarship : AAS

The Australian government had been providing scholarships through a range of methods from 1993. So far more than 700 students have been awarded degrees (master's or doctorates) at Australian graduate schools.

According to the interview with the secretariat of the program, about 50 students are dispatched from Cambodia every year, mainly to master's degree programs. Until FY 2016, there were two

categories, Open Category and Partnership Category, focusing on candidates for a specific priority field, but from the fiscal year 2017 priority fields and subjects have been eliminated targeting for the purpose of obtaining many more excellent applicants

In the AAS, in the master's course an English score of 5.0 in IELTS (PBT 500 points for TOEFL) is required to apply. Candidates must obtain their English scores themselves and submit them with the application. The normal acceptance conditions for Australian universities requires 6.5 in IELTS (at least 6.0 in the sub-band), so candidates must get at least this score or they will not be allowed to enroll. Some universities or courses may have even higher English requirements. Candidates who meet the requirements are provided with up to nine months of English training in Cambodia. Candidates with scores higher than 6.5 in IELTS are allowed to study in Australia. Other qualification requirements include at least two years of practical work experience in a priority field.

In Cambodia, even if the selected candidates meets the requirements of IELTS, AAS imposes a full-time preliminary training of 6 weeks for academic preparation, and longer English advance training is provided according to the score of English exam. Some successful candidates have taken leave of absence from the workplace in the meantime while this English language training, AAS provides some daily allowance. As a result of prior English language training the candidates need to exceed IELTS 6.5. If the score does not exceed this, those candidates cannot be dispatched. The English language requirements are strict, but because English training is offered from the scholarship program, AAS is very popular in Cambodia.

According to the AAS secretariat, successful participants in fiscal 2015 are allocated to 10 universities in Australia, and it was said that there is a tendency for good results to be produced if support at university is good. In particular, the completion rate of Cambodian students is around 94%, higher than the other countries subject to AAS, and higher than the student average of their own countries in Australia.

In the AAS, there is an abundance of budget for recruiting activities, and so newspaper ads, social networking services (SNS), and web videos. They also actively recruit regionally.

Regarding the alumni association of the scholarship, the AAS secretariat previously supported the operation, but since 2015 the alumni association became an independent organization, with two full-time staff and a few part-time staff. In addition to annual general meeting, professional workshop are held in every two months with different topics for alumni members. One of the aim of this workshop is to expand the alumni network among them by asking about 600 alumni for participation. In addition, AAS also provides supporting fund for their activity based on the proposal by the alumni association.

The alumni association is a platform for alumni's networking and resource exchange, which is a valuable network that can be a basis for contributing to the development of the nation and society, as well as cooperation in further recruitment activities for the scholarship. Global Alumni

Network is also formed, and it is moving forward.

As it is for all target countries, the AAS uses an inclusive strategy based around the three pillars of (1) gender equality, (2) support for the disabled, and (3) regional support. Regarding women's support, in particular, is emphasized as one of five pillars of Australia's development cooperation policy. According to the scholarship secretariat, there are still less number of female candidates (currently 33 to 36%) compared to male, and it aims to have the equal ratio of men and women. The support system (Equity Pathway Program) is also provided for promising female candidate together with candidate with disabilities to encourage their participation. These pillars are stipulated in the selection criteria column in the application guidelines.

(2) New Zealand ASEAN Scholarship (NZAS)

New Zealand ASEAN Scholarship (NZAS) is similar to Australian scholarship. As in JDS, this New Zealand government scholarship is also provided as part of aid program to the target countries, and because it aims to contribute to the development of the target countries, the priority fields are set where New Zealand have comparative advantage. Until 2010 the slot were separately allocated for private sector and government sector, however, in order to acquire excellent talent, the sectorial allocation of public and private sectors have been eliminated since 2011 and it is open to all people like the Australian scholarship.

There are four qualification types: Postgraduate Certificate (6 months), Postgraduate Diploma (1 year), Master's (1-2 years), PhD (up to 3.5 years), and bachelor's degree is out of scope. In order to select from the top in order of excellence, there is no allocation of master's or doctor's degree either (about 30 people passed in 2015, of which around 10 were government officials). As with the Australian Awards Scholarship, the necessity of English training in Cambodia and the start period of study abroad depends on the IELTS test score, and candidates with IELTS 5.5 level will eventually need to score up to 6.5 as a result of English training. Because there are many candidates who quit their work and participate in the scholarship, daily allowance is also paid during the English training.

IDP Cambodia runs full program of NZAS in Cambodia, and it does matching and placement of the university. During the scholars are studying in New Zealand, the government has entrusted contracts with each university and the universities are responsible for the administration. In particular, no joint program is provided by NZAS as a whole, and programs provided to scholars are different by universities.

As for alumni association, systematic alumni management has started in 2016, in addition to utilizing Facebook and other social networking services. IDP Cambodia also provides the secretariat for the alumni group, and at the time of the survey in December 2016, the association was applying for official registration to Ministry of Interior in Cambodia.

(3) Chevening Scholarship

The Chevening Scholarship is a nationally-funded overseas study scheme from the British government that started in 1983. Designed to foster young global elite, including from Japan, it provides a one-year master's course. In 2016, it was scheduled to be awarded to more than 1,500 people from around the world, of which 20 students from Cambodia. It makes effective use of social media such as Facebook and Twitter, and of graduates and current fellows, who share their experiences. Applicants in each country can apply using an online system, making it easy to apply. The application period is from early August to early November, which is similar to the JDS. The deadline for applications is the same for all target countries. The candidates themselves can select the universities they wish to attend, but the partner universities are selected by the program. If a candidate chooses a university with fees that are more than the set scholarship, they can still attend if they make up the difference themselves. Priority target fields are set, but they are broadly separated themes, and there is no need to carry out research that precisely matches the field.

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

Survey of the Target Organizations was conducted with the questionnaires shown below, in order to validate the situation of Target Organizations such as the 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, and the number of potential JDS candidates in the Target Organization (e.g., number of employees who meet qualifications and requirements, such as English proficiency), among others.

(1) Questionnaire survey overview

A questionnaire was carried out with expected target organizations for Phase 2 using the new system in January 2017.

- Deadline: January 27, 2017
- Targets: 35 organizations (target agencies under Phase 2 of the new system)
- Response rate: 77.14% (35 out of 27 agencies responded)

(2) Interviews survey overview

Building on the results of the questionnaire and the analysis of existing materials in Japan, field surveys were conducted in Cambodia in December 2016 and January to March 2017, visiting 10 major agencies to have interviews regarding the needs of personnel training and development issues. In addition, requests feedback for the results of the Phase 2 recruitment selection under the new system and for cooperation with the next phase were also made. At the target organizations, in addition to the persons in charge of the JDS project in Human Resources, the persons in charge of other JICA projects currently under way were also invited to ask about the possibilities of links with JDS, requests for JDS based on other JICA projects, and so on.

(3) Findings of both surveys

Potential candidate population

A questionnaire survey found that the number of official of 21 respondents (Target Organizations in the central area) was about 850 on average, and it was confirmed that there were potential candidates according to the scale of each Target Organization even seen in the age group. However, it is difficult to grasp the Target Organizations as a whole from the average value because they have a number of officials ranging from about 50 to over 1,000. The following focuses on the newly established components, which are considered to be an issue, especially in the acquisition of potential candidates.

This JDS Cambodia 3rd Phase (for intake in 2018-2021) has new Components, “Health System Strengthening” and “Development of Economic Infrastructure: Urban Problem Solving”, to the framework. However, at first, few potential candidates were anticipated in the field of Health System Strengthening because there were very few applicants for this field in the past and a substantial target organizations which could send applicants were limited to only Ministry of Health. Also, as for the field of “Urban Problem Solving” it was concerned how this field can be differentiated from a similar existing component of “Infrastructure Development”, and if the potential candidates which cannot be said abundant under the ongoing 2nd phase in the field of science and engineering can cover this new field or not.

Regarding the health sector, the Ministry of Health, which is a main target organization, explained about a case in other scholarship program, in which the ministry was having trouble finding candidates for application. The ministry also distributed information to its provincial departments and disseminates recruitment information, but it was said that they would not be able to seek applicants quite easily.

However, in another interview survey, Ministry of Health answered and advised that they would strive to find applicants for JDS if they were proposed a necessary number of applicant for the selection and issued a letter of request to a the top management of the ministry. Therefore, for direction of recruitment activities to be applied in this field, it is important to follow the advices of the ministry, take necessary procedure and conduct steady promotion activities such as promotion seminars at the ministry to seek applicants who meet the concept of JDS project.

For the component of “Urban Problem Solving”, Ministry of Public Works and Transport was initially thought to be a major target organization as well as the component of “Infrastructure Development,” but, while visiting and interviewing to the ministries, it was found that Phnom Penh Municipality also could be a major target organization. The Municipality has about 800 staff members. Although the size is not so big, it was confirmed that it will be an important organization because it is consistent with the intent of the Component. Moreover, the field survey also found that Ministry of Land Management, Urban Planning and Construction also may be one of the targets in this field, and obtained an informal consent from the Ministry to hold a promotion

seminar at the time of the recruitment activities.

Personnel System in Target Organizations

In the questionnaire survey, questions on personnel systems in the target organizations were also asked as a prerequisite for their staff members who returned home from abroad to utilize the experiences learned in Japan to develop project outcomes.

As mentioned in 1-3 above, it was revealed that, at the ministries and agencies in Cambodia, there were no regular personnel rotation commonly seen in Japanese companies and ministries. Therefore, if the staff wants to stay in the current department, it is possible to remain there all the time, and if the staff wants to change to other departments, the staff is to look for vacant posts themselves and negotiate and obtain consent in advance from the chief of the accepting department to realize the transfer of post.

In this questionnaire to target organizations, 21 organizations out of the 27 answered “job rotation is not common in the organization”. Also, the details of the remaining 6 organizations, which answered job rotation was common, mostly commented that “there are changes sometimes depending on the capabilities of the staff.” Therefore it can be said that the periodic personnel changes in the ministries and agencies does not happen as a regular basis, which is consistent with the results of hearing survey with ministries visited.

However, this means that even if JDS fellows study in Japan, they cannot make use of their expertise and experience gained through JDS unless they are assigned to the more appropriate sections and posts after their return to the original ministries and agencies. Under such situation, the outcome of JDS project may not be realized.

Meanwhile, as a result of conducting questionnaire surveys and interviews, although there were no regular personnel rotation, it was found that the top management and administrators at each ministry were working on putting personnel at the right position. Almost all of the organizations answered on the questionnaire managed the data of their personnel who studied overseas, and the top management led the change of placement according to the expertise and experience of those personnel.

From the above, it is concluded there are no regular personnel rotation in Cambodian ministries and agencies and it is common that the transfer is normally initiated, prepared and coordinated by the employee him/herself, or sometimes arranged by the top management. Under such circumstances, one of the measures that can be taken to maximize the project outcome is to encourage the target organizations to use the JDS returned fellows from the project side.

In Cambodia, all government officials returning from overseas study not limited to JDS are to report to MoEYS, and MoEYS will inform their return to the ministries concerned of each official by issuing a letter. Although the information on returnees from overseas study is to be notified to the top management of each ministry, a director general in charge of personnel management in the Ministry

of Public Works and Transport commented in the interview that it was not necessarily enough only with the notification from the MoEYS, but it would be very effective if there was such letter as a notification letter from the donor side requesting a right placement of the JDS returned fellows. As there is a risk that it could be taken as interference in internal affairs of Cambodia, it is necessary to give further consideration. However, as an alternative, it can be considered to issue a notice and request letter from the donor side or the Operating Committee to Ministry of Civil Service, which administrates the civil servant system of Cambodia and one of the Committee members, and have the Ministry of Civil Service, on behalf of the donor or Committee, submit the letters to the ministries concerned of the graduates requesting a right placement of the JDS returned fellows.

Training System of Human Resource

According to the questionnaire survey on the internal training system of the target organizations, 26 organizations out of 27 responded that they had internal training systems, but most of them were long or short-term training by foreign donors. Also, seven organizations answered that they undertook short-term trainings at the Royal School of Administration on its own budget. The school is responsible for giving trainings to civil servants of the ministries and agencies as it is generally known, but as a whole there are few ministries and agencies having training system to their staff on their own, and it seemed that the foreign donors are almost only resource for the human resource development of the ministries and agencies.

Needs for PhD Course

For the question that if target organizations were willing to dispatch staff to the doctoral course of 3 years in the questionnaire survey, all the organizations except one answered that they wanted to send their staff. There were many responses that it was important to strengthen the capacity of the organization and wanted to dispatch staff to PhD course as well as the master if they fulfill reinstatement contract after returning home. There are also ministries already having some staff attending doctoral programs abroad by other donors such as Australia, and those institutions also commented that they would send out as staff training with basic salaries being paid during their study.

In addition, when it was asked whether the PhD degree had an influence on promotion, among the 27 organizations that responded, 25 organizations answered that PhD would affect promotion. There were many responses that PhD holders would be considered as candidates for high rank officials, with work performance evaluation and ability after returning home. One ministry answered that the minister instructs the commission of official's evaluation and assignation to find the suitable position for them. Sihanoukville Autonomous Port answered that after graduating his/her PhD course overseas and coming back for work, the management has firstly involved him/herself with the management or decision related works in the same position under the same section/department, and conducted an observation on his/her work performances, including daily behavior and ethics before promoting him/her to a higher position or executive levels.

With regard to interviews with ministries and agencies, establishment of research institutions under each ministry is being promoted as policy formulation based on the basis is required recently, and research and policy advice by officials as well as university professors become increasingly important. It was confirmed that the necessity or demands of PhD degree holders are in the future is high for further upgrading JDS international students and fostering leaders.

Chapter 2. Contents of the JDS Project

2-1. Overview of JDS Project

As mentioned above, 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).

2-1-1. Project Design

Table 10 shows the JDS priority areas and key development issues and research topics identified on the basis of the field survey conducted in January 2017.

Table 10 Framework of JDS Cambodia (intake FY2018-2021)

Priority Areas (Sub-Program)	Development Issues (Components)		Possible fields of study
1.Strengthening of Economic Basis	1-1. Economic Infrastructure Development	1-1-1. Infrastructure development	Infrastructure development of transportation, port, electricity, information technology
		1-1-2. urban problem solving	Urban problem solving (urban planning, urban traffic, urban environment), water supply
	1-2. Private Sector Development		National development policy, macroeconomics, private sector development policy
	1-3. Agriculture and Rural Development		Agricultural development economics (agricultural statistics, agricultural economics, agricultural supply chain), agricultural engineering (irrigation, river development)
2.Enhancement of Social Development	2-1. Improvement of Education Quality		Quality improvement of education, curriculum development, material development, lesson study, school management, science and mathematics education
	2-2. Health system strengthening		Health financing, public health, nutrition improvement, community health, health system strengthening, hospital management
3.Enhancement of Governance	3-1. Improvement of Administrative Functions		Decentralization, local administration, public financial management, policy and administrative structure of national tax and custom, development planning, statistics, gender quality, public policy
	3-2. Legal and Judicial Development		Legal and judicial reform, establishment and enforcement of law
	3-3. Building of International Relations		International politics, international economics, ASEAN integration, foreign policy

(1) Component and Research Theme

During the field survey in January 2017, the preparatory survey team presented a framework proposal. Based on the discussion held between the both parties, target priority areas as Sub-Program and target development issues as Component are identified and agreed as above Table.

In addition, due to the planned revision of the current Country Assistance Policy for Cambodia in the near future, if it is necessary to change the framework agreed upon at the time of this survey, it was agreed that revision of the framework is possible with discussion and agreement in the JDS Operating Committee through JICA Cambodia Office.

(2) Target organization

Target Organizations are defined with are closely related to respective Components and are expected to make direct contributions to resolving related development issues. Followings are

main points of discussion with Cambodian government at the field survey in January 2017.

Addition of Target Organizations

In the discussion with the Operating Committee members, Cambodian side proposed to add some organizations as the Target Organization: Ministry of Planning and Council for the Development of Cambodia to be included in Component 3-1 “Improvement of Administrative Functions,” Ministry of Foreign Affairs and International Cooperation in Component 3-2 “Legal and Judicial Development”, and Ministry of Civil Service in Component 3-3 “Building of International Relations,” and it was agreed as proposed.

Also, there was a suggestion from Cambodian side to consider Supreme National Economic Council (SNEC) as an additional Target Organization, so in February 2017 the consultant visited the Deputy Secretary General of SNEC to have information of the organization such as the number of staff. SNEC is an independent organization (Council) established in 2004 apart from the Ministry of Economy and Finance. Based on policy research, it was initially a think-tank that conducts policy analysis, advice and drafting policy for the Prime Minister and the Ministry of Economy and Finance, but it expanded the scope of services to ministries and agencies as well from 2013 onwards. Although the mission and function of SNEC appeared to be consistent with JDS, it was said that it was hard to be subject to JDS target because, although the General Secretariat of SNEC, which can be a target of JDS, consists of about 70 people including not only governmental ministries and agencies but also private companies, research institutes, university faculty members, etc., and all of them are at least holders of Master degree already (regardless of whether it was obtained domestic or overseas). In response, it was confirmed by the Operating Committee in March 2017 that SNEC would not be set as the target organization, but to share information and ask for cooperation at the time of recruitment activities of JDS.

Exclusion of some target group

Until now, there were many applicants to the field of education, but since the number of general teachers in primary school till secondary school was particularly large, it was proposed that general teachers were excluded from the target. Considering that JDS aims at fostering human resources who are responsible for planning and implementing policies that can promote educational reform at a higher level, in addition to human resource development in the STEM (science, technology, engineering and mathematics) field, it was agreed by the Cambodian side.

(3) Accepting Universities

Prior to the Preparatory Survey, JICA presented assumed Target Areas and Development Issues of JDS project in Cambodia 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, 52 proposals in total were submitted from 26 universities or 38 graduate schools.

Based on evaluation procedure, JICA Headquarters and JICA Cambodia 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 Cambodia. 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.

During the preparatory survey phase, the survey team met with the Cambodian operating committee members and presented a shortlist of Japanese universities that were believed to have put forward the best offers with respect to the proposed components, along with background information about the universities. Table 11 lists the universities and final candidate numbers agreed upon at this meeting.

Table 11 Accepting Universities of the JDS Project in Cambodia

Priority Areas (Sub-Program)	Development Issues (Components)		University	Graduate School	Slot
1.Strengthening of Economic Basis	1-1. Economic Infrastructure Development	1-1-1. Infrastructure development	Hiroshima University	GS for International Development and Cooperation	3
		1-1-2. urban problem solving	Toyo University	GS of Regional Development Studies	3
	1-2. Private Sector Development		Kobe University	GS of International Cooperation Studies	3
	1-3. Agriculture and Rural Development		Tokyo University of Agriculture and Technology	GS of Agriculture	2
2.Enhancement of Social Development	2-1. Improvement of Education Quality		Hiroshima University	GS for International Development and Cooperation	4
	2-2. Health system strengthening		Nagasaki University	GS of Tropical Medicine and Global Health	2
3.Enhancement of Governance	3-1. Improvement of Administrative Functions		Meiji University	GS of Governance Studies	3
	3-2. Legal and Judicial Development		Nagoya University	GS of Law	2
	3-3. Building of International Relations		Ritsumeikan University	GS of International Relations	2

(4) Consideration of accepting JDS fellows to doctoral programs

The JDS basic research conducted in FY 2017 revealed strong demand for the scope of JDS to be extended to doctoral courses. There were stories of JDS returned fellows who, having completed a master's degree through JDS and have well-understanding of Japan, were the potential leaders of the future, but were then obliged to go elsewhere to pursue doctoral studies because they could not do this under the JDS scheme. Many of those in Japan, including the universities themselves, were concerned about the potential loss of goodwill. Many countries require doctorate level

educational attainment in order to apply for a role at the high ranking officer like Director General or senior level, so possibility of including doctoral studies had been discussed since the pre-departure stage of this preparatory survey.

The doctoral program was also welcomed with great expectation in consultation with the Cambodian Operating Committee members. In order to utilize the limited slot of two people as a maximum, the survey team proposed to target only JDS returned fellows in principle. Cambodian side commented to increase the slot from two and to expand the target group, but it was basically agreed that the first batch would be implemented on the principle. Details of recruitment and selection policy will be discussed at the 1st Operating Committee of FY 2017.

(5) Pre-departure English Training

Cambodian JDS fellows tend to have lower English proficiency than other JDS targeted countries, and even if daily communication is not hindered, fellows who have difficulty in academic English after entering university are often seen. For this reason, at the time field survey in January 2017, the study team asked the Cambodian side about the possibility of providing English training before the departure of the JDS fellows. As a result, pre-departure English training at the Institute of Foreign Languages in Royal University of Phnom Penh is being considered as of April 2017. For details, it will be discussed and coordinated with MoEYS before preparation of dispatch of JDS fellows in 2018.

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

(1) Addition of Operation Committee members

It was confirmed agreed that the Operating Committee consists of the Cambodian members (Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, and Ministry of Civil Service), and Japanese members (JICA Cambodia Office and Embassy of Japan in Cambodia). Japanese side also proposed to add the Ministry of Economy and Finance as a Committee member, considering the ministry's role on grant aid projects including the JDS Project. Cambodian side agreed on the proposal, and detailed assignment procedure will be confirmed by the 1st Operating Committee meeting of the 2017 selection year.

(2) Role of Operating Committee

For the Ministry of Economy and Finance, a new member of the Operating Committee, the consultant explained the functions and roles (see Table 12) of the Committee based on the JDS operating guidelines. As JDS project is not merely a scholarship project but it is a part of development program, the consultant asked for the ministry's cooperation as a member referring to the importance of the role of the ministry in the Committee in order to urge strategic use of JDS project as Cambodian government.

Table 12 Role of Operating Committee

Role	Details
Formulate the recruitment and selection plan	<ul style="list-style-type: none"> • Determined in accordance with the basic principles of recruiting activities for each year (taking into account priority development areas, the main target organizations and promotional methodology), based on the national development plan of Cambodia and general aid principles in Japan • Selection principles for JDS project in Cambodia determined in accordance with the JDS Operating Guidelines
Interview the candidates	<ul style="list-style-type: none"> • At the third-round selection (comprehensive interview), the interviewer evaluates the potential candidate; the Operating Committee makes the final determination on candidates
Select JDS fellows from the candidates	The final candidates chosen through the selection process are approved by the Operating Committee
Promote effective utilization of JDS returned fellows and follow-up	<ul style="list-style-type: none"> • Follow-up including strategies for utilizing JDS returned fellows to promote the outcomes of the project
Others	<ul style="list-style-type: none"> • Principles to be determined when JDS returned fellows occur and necessary measures to be undertaken • Attendance at events such as send-off party and debriefing upon return, with suggestions provided with a view to encouraging statements to be made about the outcomes of JDS • In addition, respond to any necessary matters in relation to operation of the JDS scheme and make decisions as appropriate

2-1-3. Basic Plan for Sub-Programs

Based on the general framework agreed upon during the field survey in January 2017, we formulated basic proposals in each of the JDS priority areas (known as sub-programs; see Appendix 6) and engaged a team of consultants to present the proposals to the Operating Committee. Previously, the basic proposals were presented to a government delegation and the JICA study group as part of the JDS preparatory survey for cooperation in order to reach an agreement; in the future, however, it has been decided that the basic proposals will be determined at the commencement of the JDS.

Each basic proposal outlines the objectives and evaluation indicators and also describes the role of JDS in the context of development policy in Cambodia in each of the JDS priority areas. In addition, it sets out the principles of aid provided by Japan, provides a summary of the history of aid provided by Japan, and describes the initiatives undertaken by the accepting Japanese universities. The JDS fellows for four batches will be formulated as a single package or phase. The JDS fellows are sent under the same sub-program/component, nominated government body and accepting university for six years, in accordance with the basic proposal. This approach is designed to boost the policy-making and administrative competencies of core personnel and in turn enhance the policy-making capacity of the nominated government body.

Table 13 is proposed applicant eligibility of the JDS Project in Cambodia. It was basically agreed as there are no changes from previous batches. Details will be approved at the 1st Operating Committee of FY 2017.

Table 13 Applicant Eligibility of the JDS Project in Cambodia

Nationality	Citizens of Cambodia
Age	Between 22 and 39 as of April 1, in the year of dispatch
Academic Background	Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
Job Category	Currently employed in the Target Organizations as a full-time employee (Except contract staff)
Work Experience	Has at least 2 years of work experience in the target organizations at the time of application.
English Proficiency	Has proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61 (ITP 500-550) / IELTS 5.5 or higher is preferable.
Others	Those who are currently awarded or scheduled to receive another scholarship, and those who have already obtained a master's or higher degree overseas under the support of foreign scholarship are ineligible.
	Must well understand the objective of JDS Project, and should have a strong willingness to work for the development of Cambodia and contribute to the friendly relations between Cambodia and Japan after their return.
	Must not be serving in the military
	Must be in good health, both mentally and physically.

Eligibility for application to a doctorate course will be discussed at the first meeting of the Operating Committee in 2017. There are six points to consider as shown in Table 14.

Table 14 Considerations regarding accepting into the PhD program

Points	Details
Age	Under 40 years old (as of 1 st of April on arrival)
Academic Background	Applicants must be returned JDS fellows who have obtained a Master's degree
Occupation	government servants
Work Experience	Applicants must have returned to Cambodia after finishing the Master's program and have worked for more than 2 years in the government.
Others	Applicants must obtain approval (reference letter from a supervising professor) from a university in Japan
	Applicants must obtain a permission letter from his/her belonging organization

In response to the fact that the age requirement has been raised to 45 years old or younger in some other JDS target countries that have introduced doctoral programs so far, the consultant interviewed members of the Operating Committee in the field survey. Initially most of the opinions were favorable to keep the age requirement as 40 years old or younger. However, for the actual introduction, when the consultant explained again to each operating committee member in late April 2017, some member organizations commented it is preferable to raise the requirement to about 45 years old, considering consistency with the age requirement (under 40 years old) of

the JDS master's program, a case example of other country scholarship project (Australian scholarships: no age restriction), etc. It will be consulted and discussed again with Operating Committee again before the start of recruitment for the first phase scheduled from the summer of 2017 and verify the validity of raising age requirement.

In light of the core objectives of the doctorate program, applicants will be expected to have acquired a certain level of work experience after completing their master's degree.

In Cambodia, it was proposed as two years as the period of work requirement after their return from JDS master course. In addition, since each target institution also has a reinstatement regulation, it was proposed to satisfy them, and got a basic agreement.

In addition, it is desirable to have a recommendation letter from the instructor to be instructed, which can be almost taken as internal consent from the expected accepting university. However, depending on the cases of other countries so far, it will be different for each university as to whether or not it can be accepted as a recommendation letter, so it is desirable to adequately confirm beforehand about JDS 'acceptance of selection process and application requirements for the JDS fellows.

2-2. Four-Year Project Scale Design

The maximum number of JDS fellows in each sub-program/component was decided in the field survey as shown in Appendix 5. From FY 2018 onwards, the JDS Project will provide 24 fellows per year for the next four batches from Cambodia with an opportunity to study at a Master's program in a partner Japanese graduate school.

The maximum number of JDS 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 a host university through recruitment and selection, another university or Component would accept an alternative candidate for the vacant slot to fulfill the maximum number of 24 per year.

As for the doctoral program, the maximum number for each batch is two. However, there is a possibility for us not to fill the full slots if we cannot select qualified candidates.

2-3. Obligations of Recipient Country

During the period of recruitment and selection of JDS fellows, MoEYS takes a main role in planning, implementation, management and supervision of the JDS project as Cambodian chair of the Operating Committee. They ask each target organization for cooperation to disseminate the information about JDS and promote application.

While the JDS fellows study in Japan, the Cambodia government monitors the fellows via the Agent on a regular basis to report to JICA. They also find the updates on the progress or concerns

of the JDS project on the regular report submitted by the Agent to take appropriate actions in cooperation with the Operating Committee members if necessary. In addition, the Cambodian government supports the JDS fellows to collect data or other materials necessary for completing their master's theses.

After the JDS fellows return to Cambodia, taking into consideration that main objectives of the JDS project include contribution of the JDS returned fellows to solving development issues of the country as well as the development of the human network, the government of Cambodia shall hold a Reporting Session in order to acknowledge their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange and cooperation with Japan. The Operating Committee takes necessary measures to facilitate the outcomes of the project, particularly it is essential from them to make efforts to let JDS fellows return to their previous office or have a position in a key government organization where they can utilize their experience in Japan.

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 FY 2017 onwards as the result of the Preparatory Survey, the project will presumably be implemented for the next four batches according to the schedule shown in Figure 7 below. 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 Royal Government of Cambodia. The Agent will conclude a contract with the Royal Government of Cambodia to implement JDS project on behalf of the government.

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Preparatory Survey								
1st Batch (MA)		R/S	A		R			
2nd Batch (MA)			R/S	A		R		
3rd Batch (MA)				R/S	A		R	
4th Batch (MA)					R/S	A		R
1st Batch (Ph.D)		R/S	A		R			
2nd Batch (Ph.D)			R/S	A		R		
3rd Batch (Ph.D)				R/S	A		R	
4th Batch (Ph.D)					R/S	A		R

R/S: Recruitment & Selection, A: Arrival in Japan, R: Returning Home

Figure 6 Implementation Process

From this Preparatory Survey, JDS project become four-year scale, though it has been three-year

scale under the 1st and 2nd phase. In 2017, there will be two projects, which is for 1st batch under the new framework (for phase III) and for 4th batch under current phase, as the transition period. Official confirmation of number of slots is done by Ministry of Foreign Affairs of Japan after the Cabinet approval, then agreed by the E/N between the Japanese and Cambodian governments.

Spring admission is required in order to fit the PhD program into the four-year project scale. 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. Recruitment and Selection Methods

2-5-1. Recruitment methods

(1) Recruitment tools / materials

The implementing Agent, contracted by MoEYS, sets-up websites for recruitment activities and print posters and application guidelines as tools to reach out to many potential candidates. The number of copies, designs, etc. are to be decided and approved separately by the Operating Committee.

In addition to posting recruitment information for JDS on the website of Embassy of Japan in Cambodia, JICA Cambodia Office (on its website and SNS), the Agent coordinates with MoEYS for the JDS recruitment information to be radiocasted with state-run broadcast. Also, the information will be distributed to JICA experts assigned to ministries and agencies in Cambodia with cooperation from JICA Cambodia Office.

(2) Recruitment methods

MoEYS issues a delegation document to the implementing agent on the recruitment of candidates, and the Agent will distribute posters, application guidelines and application documents to each target organization. In addition to the general recruitment briefing sessions (2 times in the capital and 2 times in the regions), the Agent also conducts explanatory seminar at target organizations, or pay individual recruiting visit to ministries to generate more applications as shown in the table below. The location and number of venues shall be decided by the Operating Committee every year.

In addition, for regional departments of each target organization, the Agent distributes recruitment information (posters/ application guidelines and application documents) through regional Department of Education, Youth and Sports under MoEYS. Regarding the Components related to infrastructure and health, which are considered to have difficulty to obtain applicants in particular, the Agent disseminates information through a wide range of channels like JDS returned Fellows, JICA-AC, JICA officers and experts, etc., as well as approaching to the top management level of

each ministry to ask cooperation on dispatching appropriate candidates to secure a certain number of applicants.

Table 15 Schedule of recruitment briefing sessions

	Date	Venue
General recruitment briefing sessions	Mid-August (weekend)	Cambodian-Japan Cooperation Center (Phnom Penh)
	Mid-August (weekend)	Provincial City 1
	Late August (weekend)	Cambodian-Japan Cooperation Center (Phnom Penh)
	Early September (weekend)	Provincial City 2
Recruitment briefing sessions at ministries and agencies	Mid-Late August (weekday)	Main target organizations (8-10)
Target organizations visit	Mid-Late August (weekday)	Other target organizations (8-12)

2-5-2. Selection policy

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

In selection, it is confirmed by the Operating Committee that due consideration is given to gender, and in the selection, additional points are given to female candidates to the extent that they will not significantly distort the selection at the final selection stage. In statistics of JDS Cambodia, women participation rate are about 25% of applicants every year, and about 20% of successful candidates are female. Promoting women's participation is also consistent with the Cambodian government's efforts and similar treatment should be continued in the selection process in order to encourage women's participation.

2-6. Contents of Orientation, Lecture on Basic Knowledge and Special Program

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

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

stay and internship programs at JICA or other organizations.

2-6-1. Contents of Orientation

According to the result of questionnaire survey to the JDS returned fellows, many answered that the useful programs during the pre-departure and arrival orientation were English and Japanese language trainings, and lectures of Japanese society and culture (see Chapter 3. Evaluation from JDS returned fellows). For many of the JDS fellows, it seems to be their first time to visit Japan when they participate in the JDS, so orientation programs should aim at raising their awareness as a JDS fellow, and also for the JDS fellows to be able to start their academic life in Japan smoothly.

In the pre-departure and arrival orientation for JDS fellows, the Agent explains to the Fellows of the objective and purpose of this project, the role expected of JDS fellows, possibility of cooperation with other projects and so on to boost their consciousness of participation and motivate them. Also, leadership training is included to promote the Fellows to be aware of the leadership through active group works and give them an opportunity to learn what is necessary as a leader.

In addition, the Agent provides the fellows of the rules and procedures during the stay in Japan and provide them with the life information. Especially for the safety control during the stay in Japan, the Agent will explain the JDS fellows about natural disasters, including earthquake, *tsunami*, typhoon, heavy snow, etc. and about the crimes and traffic rules and will provide them with knowledge and preparation for living in Japan safely without anxiety and troubles. Fellows will participate in the experience-based training by use of disaster drill facilities.

JDS fellows are provided with the 50-hour Japanese language course to promote the fellows to understand the culture, living practices and social manners of Japan through experience-based learning as well as to learn the conversation ability necessary in Japan and teach them of the know-how of communication useful in the actual life.

The orientation also provide the JDS fellows with the opportunity to smoothly adapt themselves in Japan by giving the workshops and holding a meeting to hear from senior students their experiences, so that the JDS fellows may overcome their culture shock in unfamiliar living environment and understand the different culture.

2-6-2. Lectures on fundamental knowledge

In order to achieve the project goal through the JDS fellows, it is further essential to understand the social and development experiences of Japan as background knowledge. Therefore, in addition to lectures on Japanese political system and economic experiences and on Japanese society and culture provided during the above-mentioned orientation period, the project also provides the fellows with opportunities for acquiring further knowledge in joint program to be

held during their stay in Japan.

Also, during the pre-departure orientation program in Phnom Penh, it will be useful to have a lecture by the Cambodia-Japan Cooperation Center (CJCC) on “J Management.” J Management is the essence of Japanese management model which is useful in the international environment and CJCC is providing the lectures by Cambodian instructors in Khmer for the Cambodian. Incorporating the J Management lectures into the pre-departure orientation for JDS fellows will enable them to understand the Japanese mentality in advance, and to understand the Japanese people and society in the university and other places after coming to Japan, providing them with an opportunity to be aware of the management practices. The Agent will seek cooperation to conduct such lectures even for one to several days, which seems to be consistent with the objective of JDS to foster leaders after return.

The MoEYS is considering the possibility to conduct the pre-departure English language training. Even the JDS fellows who have no problem in daily communication often encounter some difficulties with academic English. A certain level of support is desired so that they may smoothly shift to the study after entering universities.

2-6-3. Contents of Special Program

In addition to existing university programs, accepting universities will conduct supplemental activities (so-called “Special Programs”) for JDS fellows according to the needs of the country, development issues, and the situation of JDS fellows.

The contents of special program shall be consistent with the following purposes.

- (a) JDS fellows will gain practical knowledge and experiences through introduction of more practical and specific examples in order to settle the development issues of the home country.
- (b) JDS fellows or the relevant organizations of the home country will build a network to contribute to the future activities with Japanese and overseas researchers and institutions through the special program activities
- (c) JDS fellows will be engaged in the academic researches and communication with relevant parties smoothly within a limited period with support needed in order to achieve their purposes.

2-6-4. Enrichment Programs

As mentioned above, in order to achieve the objectives of the JDS project and to improve the comparative advantage and appeal of the other similar scholarship programs, it is necessary to provide value-added programs (“Enrichment Programs”) that are useful and have high needs of the JDS fellows, in addition to university education and above mentioned Special Programs

provided by respective accepting universities.

According to the results of the questionnaire to the returned fellows to be explained in the next section, more than half of the respondents wanted leadership training, network with officials of central and local governments in Japan, JICA, private enterprises, etc. as possible programs provided during their stay. From fiscal 2016, some programs have been already implemented, such as leadership training and networking events with government officials conducted by the implementing Agent, individual internships at the Ministry of Foreign Affairs and JICA, and it is expected to be continued as a project and further promoted.

In addition, exchange events with local communities are also of great interest to returned fellows. In the questionnaire survey conducted before the return of JDS fellows by the implementing Agent, many fellows comment that they wanted to have more opportunities to interact with Japanese people, along with Japanese language. If those opportunities to exchange with local Japanese people and community are provided, it will lead for the JDS fellows to gain deeper experience of Japanese society.

2-7. Follow-up

In order to achieve the higher-order goals of the JDS project, it is important to update the extent to which JDS returned fellows are able to contribute to the development of the country, and to provide them with follow-up advice and assistance where necessary. Currently there are no clear definition on the follow-up objectives and its goal, and only the Agent updates the information once a year.

Questionnaire survey and hearings to the JDS returned fellows revealed that the follow-up activities that they wanted were mainly networking with JICA, JICA experts, other JDS returned fellows, Japanese companies and others, and as updating of knowledge learned in Japan.

For networking, existing resources can be utilized. It is possible to hold future events in collaboration with JICA-AC, where the JDS fellows are also the member of, and, adding networking opportunities with other JDS fellows and with related Japanese officials and others at the send-off celebration for newly-departing JDS fellows and report meetings for the returnees.

Currently, JDS fellows in Cambodia are the members of JICA-AC, which has about 2,500 participants, including without limitation other long-term and short-term training participants. The chairperson as of 2017 is a JDS returned fellows, and some other JDS returned fellows take part in it actively. JICA-AC is engaged in various activities every year and widely contributes to the enhancement of amicable relationship between Cambodia and Japan as well as the enhancement of a network in Cambodia of JICA ex-participants and JDS returned fellows.

Meanwhile, in JICA-AC, the period of stay in Japan of the participants varies according to the program. Some JDS fellows desire a closer connection among JDS. In addition, the JDS returned

fellows mentioned that the relationship between past JDS fellows and recent fellows becomes delusive and even if both of them work for the same organization, they do not recognize each other as a JDS fellows. The chairperson and officers of JICA-AC recognize this situation and, as one of its activity policy of FY 2017, will commit to the building of a focal point system to locate the representative of JDS return fellows each ministry and secretariat.

This system is not necessarily limited to JDS fellows, but will enable a vague group of returned students to be assembled in the same organizations, through which a detailed contact system will be built, and a system will be created where the JDS returned fellows in the same ministry or secretariat can recognize each other. Accordingly, building this focal point system will be a significant commitment for JDS project, and the Agent should first support the networking in accordance with the list of JDS fellows which has been regularly updated.

Next, as a brush-up of the knowledge gained in Japan, it is better to introduce training opportunities for JDS returned fellows to support their careers after returning home. It is possible to update knowledge gained in Japan, such as by conducting workshops on a regular theme, and also to connect with participants or lecturers. With the resources within the JDS returned fellows themselves, or university professors to be dispatched to the technical interview, it can be implemented on a general theme for the entire returned fellows, or selectively targeting certain posts and specialized fields, by matching with the field engaged by each returned fellows, and promoting the formation of personal connections among the participants. In Cambodia, it will be better to first consider implementing it in cooperation with JICA-AC. However, in order to secure the achievement expansion and utilization as JDS or more, it is desirable to allocate project budget in follow-up activities.

While continuing to introduce follow-up activities after fellows' returning home, it is also important to support creation of opportunities for returning fellows to be utilized at their own organization. The Operating Committee of the Cambodian side notifies the target organizations of the return of JDS fellows and also supports aspects such as calling for the use of JDS fellows. Also, as suggested in the hearing of the Ministry of Public Works and Transport, it is possible for JICA to recommend human resources who can be counterparts of JICA project to relevant organs as the counterparts depending on the relationship with the ministries and secretariats and the situation and to give supports to locate suitable persons to suitable places.

Chapter 3. Evaluation of the JDS Project and Recommendation

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

We analyzed relevance between JDS and development programs in Cambodia, based on national development plan and strategy of the Royal Government of Cambodia and the general circumstances of the relevant sectors. Our findings are summarized below.

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

In the Rectangular Strategy Phase III which was announced in 2013, “Good governance” is set in the center as the core of rectangle, and 4 priority fields for the development are set as such as (i) promotion of agricultural sector, (ii) Development of physical infrastructure, (iii) private sector development and employment, and (iv) capacity building and human resource development. The three target priority areas for the next Phase of JDS Project in Cambodia are set in line with this Rectangular Strategy as follows.

(1) Strengthening of Economic Basis

One of the priority areas of the Rectangular Strategy is “Promotion of Agricultural Sector,” which states improved productivity, diversification and commercialization, promotion of livestock farming and aquaculture, land reform and so on. Also, in the priority area of “the development of physical infrastructure,” development of transport and urban infrastructure, water resources and irrigation system management, energy sector and electrical power development, development of information and communication technology are listed. Then another pillar, “Private sector development and employment” states that strengthening the private sector and promoting investment and business, development of industry and small and medium enterprises, development of labor market etc. The JDS target priority area “Strengthening of Economic Basis” is positioned as support for solving the above issues.

(2) Enhancement of Social Development

This JDS target priority area corresponds to “Capacity Building and Human Resource Development” in the Rectangular Strategy, which has four sides as strengthening and enhancing education, science and technology, and technical training, Promotion of Health and Nutrition, development of Social Protection System, and enhanced implementation of population policy and gender equity. Thus this JDS Sub-Program is regarded as supporting tackling above development issues.

(3) Enhancement of Governance

“Good Governance” is placed as the core of Rectangular Strategy, and some key programs are listed such as: fighting corruption, legal and judicial reforms, public administration reform, etc. In connecting this core and four priority areas, there are some more issues also stated such as:

political stability, security and social order; integration of Cambodia into international community including sub-regional, regional or global framework; building partnership in development; favorable macro-economic and financial conditions. This JDS Sub-Program “Enhancement of governance” is supporting those fields.

3-1-2. Conformity with Japanese Economic Cooperation Policy to Cambodia

The Japanese Country Assistance Policy for Cambodia formulated by the Government of Japan in April 2012 states its basic assistance policy (overall goal) as “Steady and Sustainable Economic Growth and Balanced Development”, to assist the Cambodian government to achieve its development goals described in the “Rectangular Strategy.”

Based on this policy, three pillars of priority and development issues are set: (i) Strengthening of the Basis for Economic Activities – (a) Development of Economic Infrastructure, (b) Strengthening of the Private Sector, (c) Agriculture and Rural Development, (ii) Promotion of Social Development – (a) Development of Water Supply and Sewage Systems, (b) Enhancement of Health and Medical Care, (c) Improvement of Education Quality, (d) Demining of Anti-Personnel Mines, and (iii) Strengthening of Governance. Cooperation programs under each priority area and development issues are set in the rolling plan attached to the Country Assistance Policy. In order to effectively address the development issues listed below, the JDS project seeks to develop the competencies of key personnel at the government authorities with responsibility for the relevant fields. JDS is highly relevant to the assistance policies of both Japanese government and JICA in relation to ODA programs.

Priority areas and development issues in the JDS project are designed in accordance with the overseas aid principles set out by the Government of Japan and are highly consistent with these principles.

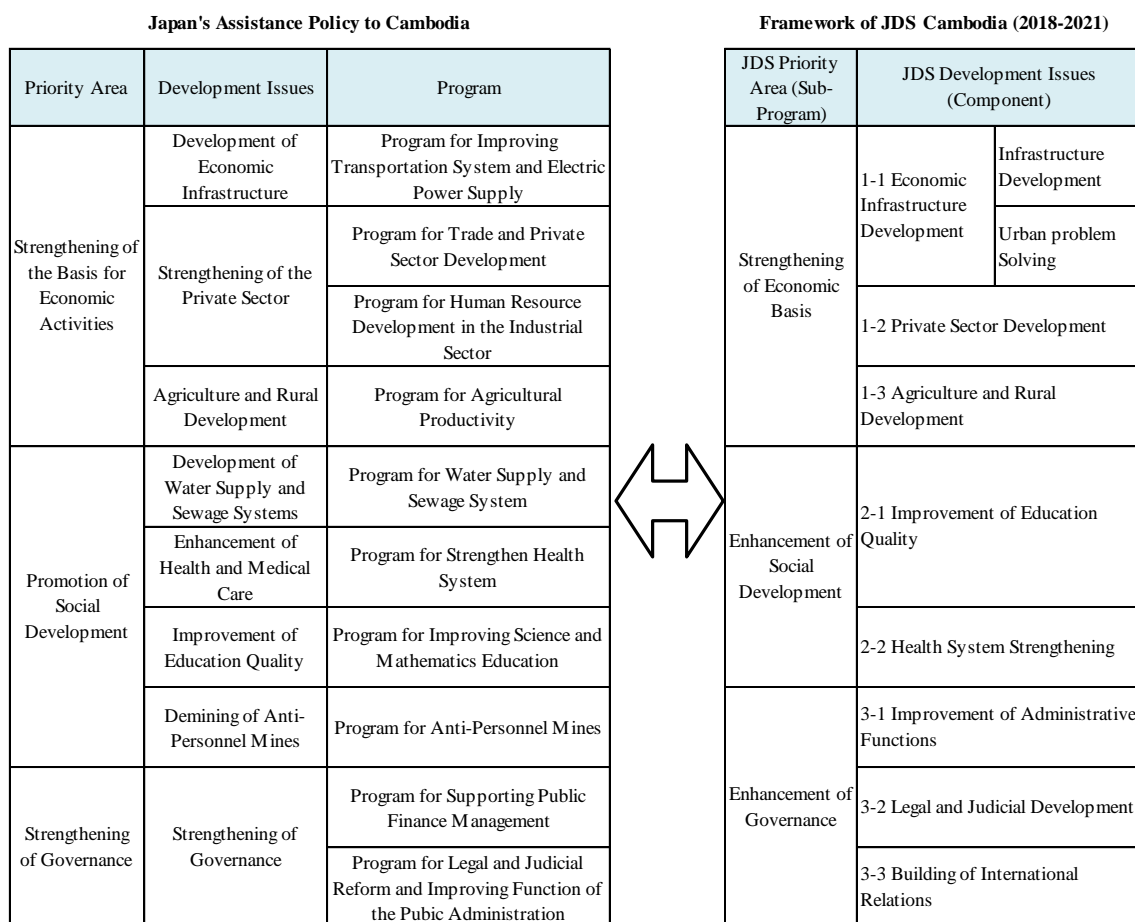


Figure 7 Relevance between Japan's aid policy to Cambodia and JDS framework

3-1-3. Feasibility of providing grant assistance through JDS

Recipients of grant assistance are chosen in accordance with the criteria for interest-free loan recipients as defined by the global Independent Development Association (IDA), namely, Gross National Income (GNI) of \$1,965 per capita. Grant assistance is generally used to assist developing countries with major nation-building projects and initiatives designed to alleviate poverty, often in areas where the local government does not have enough funds or is unable to obtain the necessary loans. Grant assistance is designed to help recipient countries to be more autonomous and independent, and is carefully coordinated with other technical aid projects and interest-bearing loans provided by Japan and other donor countries.

GNI per capita of Cambodia in 2015 exceeded 1,070 dollars and, in July 2016, Cambodia got out of a low-income country classified by the World Bank and was upgraded as lower-middle income country. The Prime Minister Hun Sen has announced that Cambodia aims to one of the upper-middle income nations by 2030.

Cambodia, however, still has very insufficient human resources who can be engaged in the development of basic social and economic infrastructure, recovery and development due to the

civil war which lasted for more than 20 years from 1970 and the political confusion. There are many other issues, such as the insufficient development of economic infrastructure and legal system to attract foreign investments, not-so-many products to be exported other than sewing products and a weak financial base of the nation. Since 2000, the Cambodian government has been requesting the Japanese government with respect to the human resources development project due to grant aid and the Japanese government has been rendering cooperation till now.

In light of all of the above, we investigated the feasibility of providing grant assistance through the JDS project, with reference to the relevant notification from the Ministry of Foreign Affairs,¹⁴ with a particular focus on the following three aspects.

(1) Foreign/diplomatic relations

The JDS project is designed primarily for the benefit of younger government officers engaged in the formulation and/or implementation of government policy in the area of socioeconomic development. It is expected that beneficiaries of the JDS project will return to Cambodia after their studies in Japan and one day become leading figures in Cambodia with a sympathetic Japanophile outlook. The JDS returned fellows are seen as “valuable assets” as they will have a deep understanding and appreciation of Japan that will help to create stronger ties between our two nations.

In July 2015, the heads of the governments of Japan and the Mekong region countries, namely the Kingdom of Cambodia, the Lao People’s Democratic Republic, the Republic of the Union of Myanmar, the Kingdom of Thailand and the Socialist Republic of Vietnam, met in Tokyo for the Seventh Mekong-Japan Summit and adopted the “New Tokyo Strategy 2015 for Mekong-Japan Cooperation” as a new strategy for the Mekong-Japan Cooperation for the next three years. In this, Japan and Mekong region countries reconfirmed the importance of commitment based not only on the “hard” side but also on the “soft” side to achieve the “high-quality growth” and they confirmed to make efforts to advance the industrial structures, develop human resources and enhance the connectivity of software, among others.

The JDS project is considered highly appropriate and relevant in terms of beneficial outcomes for foreign relations.

(2) Strategic objectives

In August 2015, the Mekong-Japan Economic Ministers Meeting was held in Kuala Lumpur, the capital of Malaysia and the “Mekong Industrial Development Vision” established with leadership by the Ministry of Economy, Trade and Industry of Japan was adopted. This Vision shows the pathway of industrial advancement in Mekong region from 2016 to 2020 and the direction of policies toward the achievement and focuses on the facts that the Mekong region has been

¹⁴ "On the Effective Utilization of Grant Assistance by Recipient Countries with Relatively High Income Levels," Ministry of Foreign Affairs, April 2014

growing not only as the production and export base but also as the consumer market and that, due to the “Thailand + 1” movement mainly by Japanese corporations that started business in Thailand, Cambodia, Laos and Myanmar stand at the dawn of industrialization. In the future, this Vision will be implemented in accordance with the “Work Program” prepared by international organizations, such as JICA, Japan External Trade Organization (JETRO) and Asia Development Bank (ADB) and the JDS which will be implemented in the aforesaid three main supporting areas will be helpful to this Vision.

(3) Economic weakness

From the fact that Cambodian GDP has been highly growing since 2013 at 7% or more, the ADB commented Cambodian economy as the “Asia’s new tiger” in May 2016. Before it was the agricultural sector which was driving the economic growth, but recently the industry started to drive the economy. While the industrial diversification is required to be further sought for, however, the agricultural sector which has been achieving the reduction of poverty is slowing down, which becomes a risk for the future.

In August 2015, the Cambodian government announced the “Industrial Development Policy” and revealed the political objectives that the ratio of the secondary industry in GDP will be raised from 24.1% in 2013 to 30% by 2025 and that the ratio of the goods processed from agricultural products will be raised from 7.9% to 12%, with the aim of advancing the industrial structure from labor-intensive one to technologically-driven one. The JDS project intended to enhance the ability of government organization through fostering administrative officials, develop economic infrastructure and foster private sectors is very reasonable because it will overcome these economic risks and develop human resources who can help the industrial multilateralization.

Thus, the JDS project can be seen as a project that will help the country of Cambodia to achieve the goals of its medium to long-term development plan, by providing high-level education to key personnel in government and private industry. It is highly consistent with aid policy and the philosophy of overseas aid in Japan. By augmenting other aid programs in areas such as technical cooperation and ODA loans, the JDS project provides additional synergies for the benefit of Cambodia.

3-2. Expected Effect of JDS Project

3-2-1. Expected Effect of JDS Project

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. It is expected that JDS

fellows will ultimately “contribute to solving development issues in their countries” by applying the acquired knowledge effectively, given their roles and responsibilities in the Target Organizations.

The appropriateness of implementing the JDS in Cambodia will be evaluated on the basis of this preparatory survey, and will eventually be reviewed by the Japanese government. It is, however, necessary for the Cambodian government and Target Organizations dispatching JDS fellows to provide support during their study and, in addition, for the Accepting Universities to offer a curriculum that make even greater contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the Project Purpose, which is measured by the first indicator, will continue to be promoted.

The JDS project aims to develop human resources, especially young government officers who will have technical knowledge to offer practical solutions to the issues of socio-economic development and will actively contribute to resolving the issues. The Project Design (consisting of Overall Goal and Project Purpose) has been established for each Sub-Program and Component (see Appendix 6) in line with the Project’s overall objective.

The following indicators are used to measure the achievement of the Project Purpose:

- 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.

Regarding the other indicator, “policy formulation and implementation by utilizing the study outcomes of JDS returned fellows,” since regular personnel rotation in the organization is not common in Cambodia, it is desirable that Cambodian government and/or JDS Operating Committee work on some measures for the JDS returned fellow to be placed in an appropriate position so that they are able to utilize their knowledge and experience gained in Japan after their

return to their original organization.

It is integral to monitor how the JDS fellows' experience in Japan will be utilized in their professional careers after returning to home country over the mid and long term, in order to evaluate the effectiveness of the JDS project. Through the monitoring, it is required to conduct follow-up cooperation necessary for facilitating project outcomes and support JDS fellows to further develop their professional skills and expand the networking. Appropriate follow-up cooperation will not only clarify the project outcomes, but also maintain relations between JDS fellows and Japan, and benefit Japan into future collaboration with JDS fellows who are familiar with Japan and will be leaders of the country.

3-2-2. Comparison with other scholarship programs provided by other donors

The “JICA basic Research” in FY 2014 analyzed the factors that contribute and hinder the effective progress and achievement of the JDS Project, in comparison with other donor's scholarship program, as shown in the table below:

Figure 16 Examples of factors which influences outcome of JDS
(Findings from JICA Basic Research)

Goals	Contributing Factors	Inhibiting Factors
Pre-condition: Personnel, who fulfill the purposes of the JDS Program, is to be nominated.	<ul style="list-style-type: none"> • The target countries are able to maintain a strong ownership because of the JDS Coordinating Committee. • The selection process is transparent. 	<ul style="list-style-type: none"> • Target organizations and fields are limited • PhD course is not covered. • There are no courses provided about Japanese culture and/or language.
Overall Goal 1: Contribution to solving development issues	<ul style="list-style-type: none"> • Quality education provided in Japan • Fixed number of government officers is continuously accepted every year. • Target areas (study fields) meet the development needs of the target countries 	<ul style="list-style-type: none"> • PhD course is not covered • There is limited official networking with Japan after returning to their home countries
Overall Goal 2: Contribution to strengthening bilateral relations	<ul style="list-style-type: none"> • Safe study and research environment in Japan • Strengthened networking with JDS returned Fellows and accepting universities 	<ul style="list-style-type: none"> • Official Systems to utilize JDS Graduates by the government of Japan or Japanese private companies are limited. • JDS returned Fellows are given limited opportunities to get further information from Japan and to exchange information with the JDS returned Fellows in other target countries.

Furthermore, project partnership with accepting universities enables each university to be widely involved in the selection of candidates, and the Special Program, which is offered in addition to

existing university programs, provides curriculums that meet needs of each JDS fellow and country. The throughout involvement of accepting universities in the selection, guidance, acceptance and follow-up works as an advantage to JDS Project.

In addition, proactive involvement of the Agent in the establishment of project policy each year and its versatile support for JDS fellows, such as recruitment and selection of candidates, send-off, regular monitoring throughout their stay in Japan, alumni activities and reappointment to their original job posts after their return, give JDS Project a comparative advantage over other donors.

3-3. Project Evaluation Indicator Data

3-3-1. Indicators for outcome and impact of JDS project

Table 17 lists the indicators used to assess the outcomes and impacts of the JDS project in Cambodia. An impressive 99% of JDS fellows from Cambodia have been successful in obtaining a degree through JDS. Government official account for 59.1% of JDS returned fellows, and this figure rises to 90% if limited to the new format.

Table 17 Project evaluation indicator data on JDS Cambodia (as of April, 2017)

Inaugural year		2001 (1st to 16th batch of fellows have been dispatched)	
Number of Slots per year	2001-2009 (old system)		20 (2001-2005) 25 (2006-2009)
	2010-2017 (new system)		24
Fellows accepted	Total		368 (Old system: 200, New system: 168)
	Sex		Male: 296, Female: 72 (Ratio of female: 19.6%)
	Average age		34 (Upon arrival)
Returned Fellows	Total		320
	Fellows who obtained degree		317 (Completion rate: 99%)
By category of work place	Upon arrival	Total	Government officer: 240 (65.2%), Private company: 95 (25.8%), Public institution: 28 (7.6%), Others: 5 (1.4%)
		Old system	Government officer: 104 (52.0%), Private company: 86 (43.0%), Public institution: 6 (3.0%), Others: 4 (2.0%)
		New system	Government officer: 136 (81.0%), Public institution: 22 (13.1%), Private company: 9 (5.4%), Others: 1 (0.6%)
	After return to country	Total	Government officer: 168 (52.5%), Private company: 100 (31.2%), Public institution: 21 (6.6%), Study: 9 (2.8%), Abroad: 13(4.0%), Others: 5 (1.6%) Unknown: 4 (1.3%)
		Old system	Government officer: 75 (37.5%), Private company: 91 (45.5%), Public institution: 6 (3.0%) Study: 8 (4.0%), Abroad: 13 (6.5%), Others: 3 (1.5%), Unknown: 4 (2.0%)
		New system	Government officers: 93 (77.5%), Public institution: 15 (12.5%), Private company: 9 (7.5%), Study: 1 (0.8%), Others: 2 (1.7%)

3-3-2. Degree of capacity building of JDS fellows

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 the “Level of appropriateness of university curricula” and also conduct a questionnaire survey. The survey respondents were principally JDS fellows.

(1) Contents of Survey

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

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

Also, another questionnaire survey was conducted targeting returned JDS fellows to see how the graduates utilize their outcome of their study in policy making / implementation.

(2) Method of Survey

The questionnaire survey to measure “Degree of capacity building of JDS fellows” 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 and shortly before their return to their home country, questionnaires are to be distributed and collected, instead of preliminary reports on the evaluation meetings that had been convened with the JDS fellows at each Accepting University and in each graduate school.

For returned JDS fellows, another questionnaire was distributed, asking about their promotion and utilization of their study outcome in their ministries after return. 60% of JDS returned fellows answered. See 3-4-1 “Evaluation by the returned fellows” for the survey result.

(3) Result of the Survey

Figure 8 presents an analysis of the results of the questionnaires filled out by the JDS returned fellows (JDS fellows who had come to Japan in 2010 to 2013). All of the fellows' abilities had improved on completion of study from their arrival in Japan. One characteristic of the JDS fellows from Cambodia is significant improvement in their “Scientific research and analytical skills,” “logical thinking skill,” “Negotiation/coordination skills,” and “Decision-making skill.”

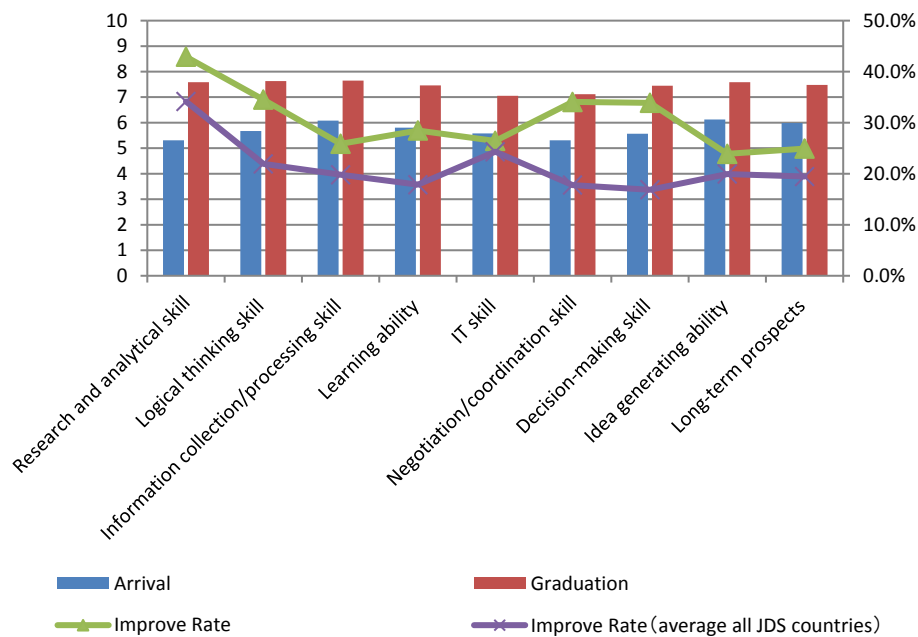


Figure 8 Increased skills and Abilities of the JDS Fellows from Cambodia during their Study in Japan (between their arrival in Japan and Graduation)

3-4. Evaluation of the past JDS Project

3-4-1. Evaluation by JDS Returned Fellows

We conducted an online-based questionnaire survey of all JDS returned fellows, targeting the 1st term in which new Fellows came to Japan in 2002 through the 12th term in which fellows left Japan in 2014. This survey was intended to ascertain how these professionals have subsequently been promoted, in what ways research results they achieved through the JDS study program have been (are planned to be) utilized after returning to home country and whether they wish to enroll in a doctorate course, among other wishes. Of 320 JDS returned fellows, 194 professionals gave answers to the questions, which represented a questionnaire return rate of 60%.

(1) State of post-JDS study achievements and promotion

With respect to the JDS returned fellows who answered the questionnaire (194 persons), 68% (131/194 persons) answered that their salary increased after returning home and 54% (104/194

persons) answered that they were promoted. It had been considered to take certain time after returning home for the experience of studying abroad to cause a salary raise and promotion, but 56% of the persons who answered that their salary increased (73/131 students) and 58% of the persons who answered that they were promoted (60/104 students) are from the 10th to 14th batch fellows under the new JDS system (dispatch in 2010~2014), which are relatively recent generations, revealing that JDS has a certain immediate effect on a salary raise or promotion. Many JDS fellows are relatively young and with lower ranking when they participate in JDS, and therefore they may be likely to get a salary raise or be promoted after returning home. However, it is a start for the JDS returned fellows to pursue a higher career, and it would be able to increase a possibility of the persons becoming a leading position in each organization in future by studying abroad through JDS.

Some of the JDS fellows who have been promoted are as in the following table. Among 1st to 14th batch JDS fellows, who have returned to Cambodia by January 2017, 168 are working as civil servants, of those 44 fellows (29%) are positions above deputy director, which can be categorized into high ranking position.

Table 18 Example of JDS fellows who are promoted/ active in the government after return to Cambodia (As of September 2016)

Arrival year	Name	Workplace before departure	Present workplace	Present position
2001	H.E. Lay Vannak	The Council of Ministers	Ministry of Interior, Takeo Provincial Hall	Governor of Takeo Provincial Hall
2002	H.E. Chin Malin	The Council of Ministers	Ministry of Justice	Undersecretary of State
2006	Mr. Eth Nith	The Council of Ministers	The Council of Ministers	Advisory attached Minister
2006	H.E. Lay Samkol	The Council of Ministers	Ministry of Foreign Affairs and International Cooperation	Undersecretary of State
2011	Mr. Tep Phareth	The Council of Ministers	The Council of Ministers, Permanent Secretariat of the National Authority in charge of Border Affairs	Deputy Director
2012	Mr. Tong Meng Ang	Ministry of Labor and Vocational Training	Ministry of Labor and Vocational Training	Deputy Director of Training Department
2013	Ms. Soun Nary	Ministry of Justice	Ministry of Justice	Deputy Director of Court Affairs Department

For ensuring that the JDS returned fellows will actively involve in the government and have impact on development of the country in future, it is important to continue implementing the project. According to the result of the target organizations, almost all organization stated that the first condition for promotion is “seniority (age and the length of service),” although experience and

ability are also important, showing that their personnel system has a strong nature of seniority system. It will take some time for the next generation to succeed to high-ranking or managerial posts.

When the current high-ranking government officials retires, then the current middle-ranking and young officials who studied through JDS will take those places. Furthermore, as stated in “1-5 Trend of Assistance by Other Donors,” some scholarship projects of other countries abolish a category distinction between the public sector and the private sector, and JDS would be able to fill the gap thereof. For thinking about the achievements of the JDS project, it is important to see not only the current status of promotion of the JDS returned fellows but also the situation of Cambodia after 10 to 15 years.

(2) Utilization of research results achieved through the JDS Project

Relations between research outcome and current work

Among the 194 responded returned fellow, about 182 fellows responded that their learning experience in Japan serves their work to some extent. Although the content of the answer varies and it cannot be generalized, some fellows answered that they can make a good use of research experience in their workplace since the content of research and the work contents are consistent. Some others commented that analytical skills and other skills and capacities gained through research experiences are very useful rather than the content of research. In addition, one returned fellow transferred to Ministry of Economy and Finance and joined the core workforce for stock market establishment by making full use of research results. Followings are some other examples on the activity status of the returned students.

- “Lot of knowledge and experience in Japan help me on my daily work. The following are but not limit to the knowledge and experience that help my work: Macroeconometrics which is really useful for my duties and functions; International trade, particularly to the work related to international reserve of a country, gave me lot of insight of how it works in managing and safeguarding exchange rate in Cambodia; Macroeconomics concept is very useful for my department which is responsible for domestic economic research and analysis. There is much more than what I describe here, from the skill to the behavior in working and living.”
(10th batch fellow: Section Chief, Economic Research and International Cooperation, National Bank of Cambodia)
- “During I studied and researched in Japan, my topic concerning about "Examine of Evidences" so it is very useful for me as I am judge so I could use all my knowledge that I learned and researched fit to my working place. Now I am judge at Siem Reap court of First Instance and I also working at Extraordinary Chambers Court of Cambodia (ECCC) in Pretrial Chamber and also the Perspective Future Trainer at Royal Academic Judicial Profession.” (12th batch fellow)

Relations with Japan after completion of JDS

About 29 % of the respondent (57/194) visited Japan again after their return from the JDS. Purpose of the travel varies from trainings, work to personal travel etc. Some more fellows, around 32% (62/194) said that they had worked or done business with Japanese individuals or organizations after their return to Cambodia. JICA is the top answer which the returned fellows had worked with, but private company is the second largest answer. If the Cambodian economy continues growing in the future, there is a possibility that not only the relationship between Japanese companies may increase in addition to JICA and Japanese ministries and agencies.

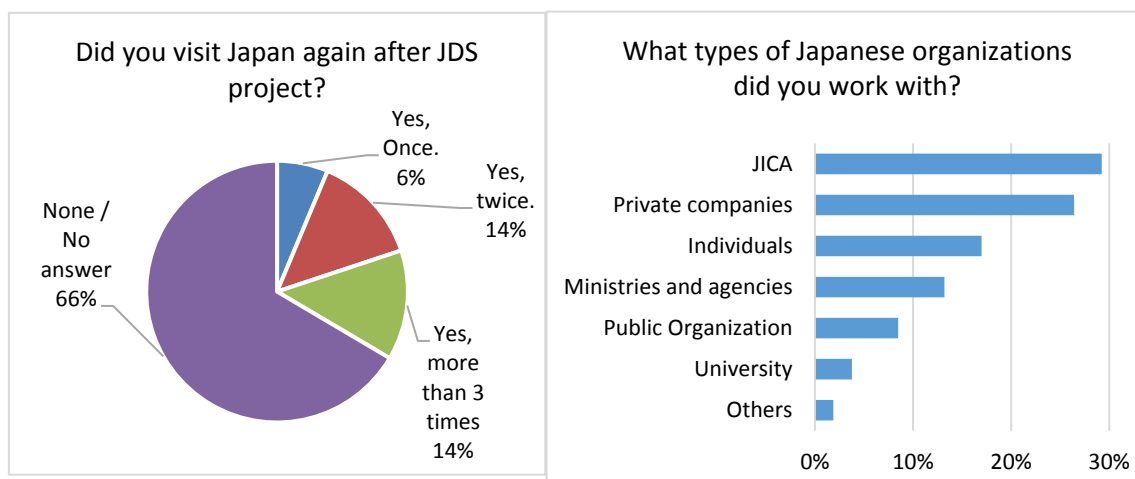


Figure 9 Visit to Japan after return from JDS, Types of Japanese organization who the JDS fellows worked with (n=194)

From the questionnaire survey conducted to the JICA Cambodia Office, it was mentioned that there were many officer-level JDS returned fellows in concerned ministries and agencies. There are cases that the JDS returned fellows served as counter-part staff, project staff, or officers in charge for the ODA projects, and all of them contributed to the smooth implementation of the JICA technical cooperation project (PILAC2: Project for Capacity Development for Implementing the Organic Law at Capital and Provincial Level, and Project on Gender Mainstreaming Phase II).

(3) Orientation Programs

When the returned fellows were asked about the usefulness of the orientation before and after coming to Japan, about the programs that were particularly useful, there were responses that almost all contents were useful. Especially in common before and after coming to Japan, many returnees responded that English training, Japanese language training, lectures on Japanese society and culture were very useful among others. JDS fellows in Cambodia often do not have a history of traveling to Japan before studying abroad, and in this survey, only 30% of fellows responded that “I knew acquainted in Japan at the time of study abroad.” It seems that the JDS fellows find those programs which ease their anxiety to start living in Japan smoothly.

As for the content requested to be added to the orientation, Japanese language training was overwhelmingly large. 75% (24 out of 32 people) who requested Japanese language training was from the batches after the transition to the new system, where Japanese language training by the project was abolished, and it seemed that language. In addition, there were many requests such as how to proceed research at the graduate school in Japan, research skills, how to cope with culture shocks.

- “Japanese language training before coming to Japan is necessary. Although the university’ classes that they take are in English, there are cases where information provision in Japanese is insufficient, and Japanese is necessary for adapting to life in Japan. It also helps to understand Japanese culture.”
- “It would be nice if only an introductory course on research practice and methodology was offered, it is something you should know before entering university and it will be useful for introduction to academic studies.”

JDS fellows return to the graduate schools in Japan after a certain period of time after graduating from college, and also because there seems to be many fellows puzzled by differences in the school environment between Cambodia and Japan, use of returned JDS fellows and collaboration with alumni association should also be useful.

(4) Contents of the Enrichment Program

In light of the purpose of JDS, when the survey heard the program to be introduced during the visit to Japan, the needs are internship in ministries / private enterprises etc, leadership training, networking government administrators in Japan etc. and networking with local governments, followed by many interactions with local communities and Japanese language training.

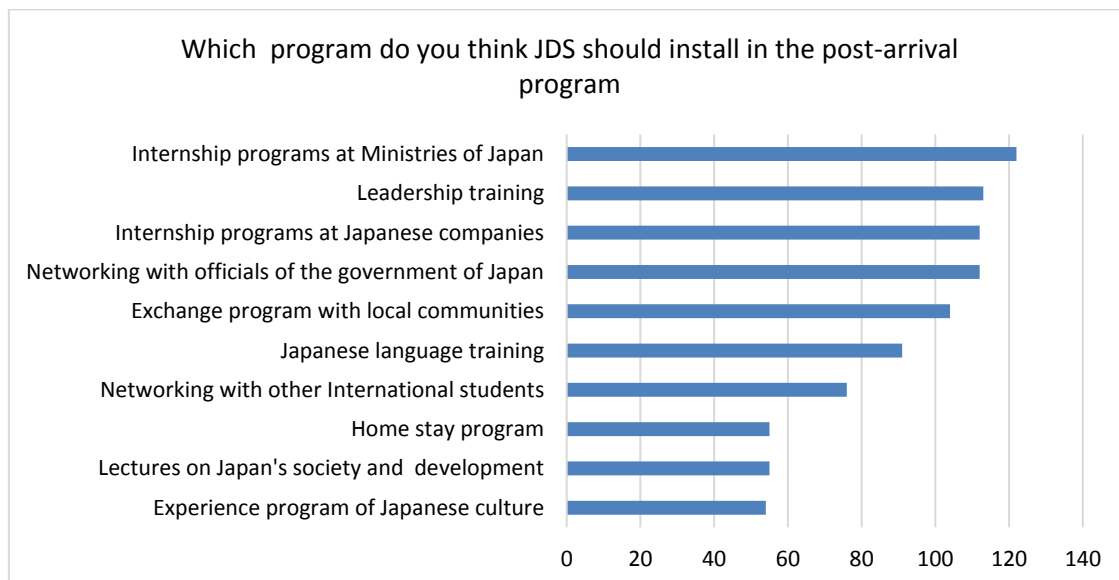


Figure 10 Programs which should be installed in the post-arrival program (n=194)

Networking with government officials, and internships at Japanese ministries and others, are probably needs as a JDS fellows who targets practitioners. Especially networking is high as a follow-up need after returning home, and because Japanese ministries and agencies are tending to strengthen collaboration with Cambodia, study abroad is considered that there is a high need for both Japan and Cambodia to create a network of connections with Japanese administrators in.

There are also many requests for Japanese language training and opportunities for exchange with the local community in the questionnaire conducted by JDS fellows before returning home. Especially, over 80% of international students who answered Japanese language training in this questionnaire survey were international students after shifting to the new system. Since Japanese language training by the JDS project has been abolished along with the transition to the new system, again the high demand for Japanese was noted.

(5) Needs for PhD Program

Regarding the introduction of Ph.D program under JDS, 124 out of 194 respondents answered the question. A total of 101 persons out of 124 persons answering the question said that a doctoral program would be useful for career development, but these comments were made by the persons concerned with education or universities, or were vague without a convincing reason. However, in the interview with the Undersecretary of State of the Ministry of Justice, he explained, “the Cambodian government is now more required to implement policies that are more strongly supported by scientific evidence and some ministries are trying to perform policy research activities independently and establish a research institute. This situation requires a person having a doctoral degree who can make and implement policies with his or her expertise and analytical ability.” As stated in Chapter 1, the questionnaire survey conducted with regard to the subject institutions also showed that they had a positive opinion about the introduction of doctoral program and a demand for the persons having a doctoral degree was increasing among the top-ranking officials of the Cambodian government.

With respect to the comments of the persons who answered that they could not say yes or no about the necessity of a doctoral degree, many respondents had an opinion that a master’s degree was sufficient for the operations of civil servants, but some of them also stated that a doctoral degree would be useful for deeply being involved in policy making. Holding a doctoral degree would be meaningful if they work in a more specialized division or as a leader for policy making. The four persons who answered that a doctoral degree would not be useful for career development did not make any comment or commented that a doctoral degree would be unnecessary for their career.

(6) Follow-up status and needs

Among 194 respondents, 159 (89%) answered that they had joined regularly or in the past, in the alumni activities of JICA-AC where JDS fellows were also the member of. However, 45 fellows (23%) answered that they had joined in the past but not for the last 2 years. Major reasons of this were because they were too busy in work and the alumni activities conflicted with their schedule,

but some also mentioned that they were not well informed, few interesting topics for them, or there were too many people to feel comfortable and no one participated from the same batch.

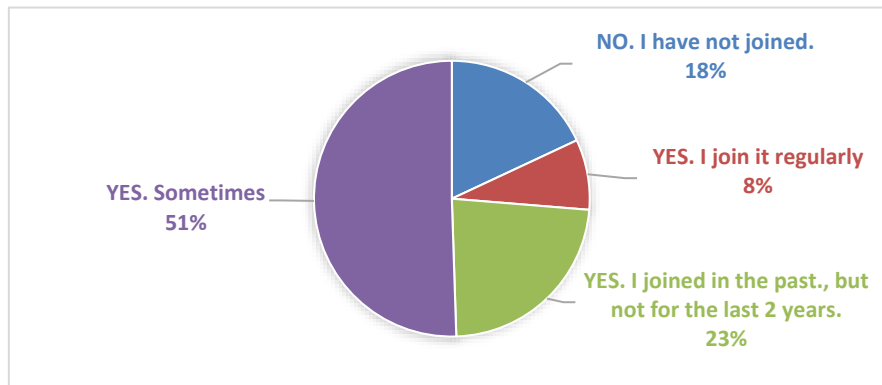


Figure 11 Experiences of participating JICA-AC activities

On the other hand, when they were asked what kind of follow-up activities they want, short-term trainings to Japan was the top, followed by professional skill seminar/ training/ workshop in Cambodia, Networking events with JICA and JICA experts, among JDS alumni, and Japanese companies.



Figure 12 Follow-up activities interested to participate in (n=194, multiple choice)

As mentioned earlier, networking with administrative officials in Japan is also of high interest in programs visiting Japan. It is beneficial for the JDS fellows to support the formation of useful networks even from the time of studying in Japan and to continue after returning home. In addition to this, in the interview with some JDS returned fellows, while they belong to the same alumni association as the trainees who participated in the short-term training, they said that they wanted to have a connection with the same JDS fellows who had experience of spending two years in

Japan. There are also opinions that JDS fellows do not know each other even within the same ministries and agencies, and it is hoped that first of all JDS returned fellows will be connected with each other under cooperation with the alumni association.

3-4-2. Evaluation by the Accepting Universities

A questionnaire survey was conducted with the 7 universities (9 graduate schools) which have accepted JDS fellows from Cambodia since FY 2010; the questionnaire covered the merits and impact of accepting the JDS fellows, issues with regard to their acceptance, and proposals for future, etc. The interview survey was also conducted by visiting universities.

(1) Outcomes by accepting JDS Fellows from Cambodia

Impact, merit and effect of receiving Cambodian JDS Fellows

With respect to the characteristics of Cambodian fellows, many professors answered that they were generally serious and hardworking and supported with each other with a strong network between Cambodian fellows. Some professors stated that these attitudes had a good impact on Japanese students and it was also developing JDS fellows' awareness of and positiveness for Japan. Other professors stated that JDS fellows had working experience and it enabled the universities to accept fellows with strong leadership or the background of being an government official from a country from where a privately funded international student was difficult to come. The environment provides the students belonging to the same graduate course with not only the diversity of nationality but also the diversity of expertise. Followings are comments from some universities.

- “Japanese students also have opportunities for speaking in English at the research room and it contributes to the improvement of English skills of Japanese students. Professors have had many opportunities for contacting Western countries so far in terms of technical aspects, but they are paying more attention to Southeast Asia, which helps to expand their view.” (Tokai University, Graduate School of Engineering)
- “The continued acceptance of multiple international students from JDS project enables a deeper research on a study theme or a study from a multilayered viewpoint.” (Hiroshima University, Graduate School for International Development and Cooperation)

Positive changes of JDS fellows

In addition to the improvement of skills and professional knowledge related to researches conducted at each graduate school, the professors answered that the JDS fellows acquired the logical thinking ability, presentation skills, recognition of relative situation of their mother country and Japanese sense of values. Many of them are based on a difference from the educational environment of Cambodia. The students are engaged in researches with a serious attitude and thereby their growth seems to be recognized.

- “The JDS fellows become aware that they need to think by themselves and speak logically in an organized manner in order to make other people understand them. They become persuasive in communication.” (Hiroshima University, Graduate School for International Development and Cooperation)
- “A change in the fellows is that they acquire the Japanese sense of values and practice it after returning home. They seem to learn the Japanese method of work. In addition, what they learnt in the course of completing a master’s thesis is very useful for their work thereafter.” (Nagoya University, Graduate School of Law)
- “In some cases, the JDS fellows have a high potential but hadn’t receive sufficient education due to the country’s historical background. JDS fellows from Cambodia grow dramatically every year through their two-year study period.” (International University of Japan, Graduate School of International Relations)

Follow-up activities

Nagoya University, from which many Cambodian students have graduated, has an alumni association in Cambodia and a meeting is held several times per year mainly by the administrative office of the alumni association. Graduate School of Law of Nagoya University plans to update its English website and establish a platform for activating the graduates’ network. In the Graduate School of Environmental Studies of the same university, SNS has been voluntarily established by the graduates.

Each university utilizes the special program budget of JDS and holds a follow-up class in the relevant country (International University of Japan, Graduate School of International Relations) or invites a former JDS student as a lecturer (Nagoya University, Graduate School of Law). Many universities answered that they held a meeting with the former JDS students when interviewing student candidates in the relevant country. In many cases, teachers contact the graduates by e-mail and exchange information on the status of international students.

(2) Issues and challenges on accepting JDS Fellows

Doctoral Degree Course

Many people had a favorable opinion about the commencement of doctoral program and wanted the number of the entire JDS students to be increased. On the other hand, some people had an opinion about the points to be improved with regard to the system and the method of implementation. Under the current JDS doctoral program guideline, the fellows are accepted for three years and are “recommended” to return to their country and conduct their research there in the third year, but many people thought that it would be really difficult to complete their study in three years if so. In addition, other professors commented that it was difficult to guide the students in their studies if the JDS fellow are to return to their country and complete their studies there in the third year. For actual introduction, flexible operation would be required.

- “I have a positive opinion about continue studying at the university where a student acquired a master’s degree. It is important to secure the continuity of study through a master’s program and a doctoral program.” (Nagoya University, Graduate School of Law)
- “In some cases, it takes four or five years to complete a doctoral program. It is necessary to assume the cases where the student cannot graduate in three years and consider about a flexible system.” (Tokyo University of Agriculture and Technology, Graduate School of Agriculture)
- “It is very difficult to perform a study on social sciences. It is important to have the environment acquired by “belonging to a university” including resources of the library, relationship with professors and other seniors and juniors, communication with researchers of other universities through participation in research meetings and academic conferences and the formulation of personal relationships. In addition, fellows become able to have a broad understanding of the entire field and formulates personal relationships in the field in the third year. Network with experts that is formulated by participating in a research meetings, etc. with their professors will be a great asset for their future career.” (Waseda University, Graduate School of Asia-Pacific Studies)

Review on procedure for deciding accepting university

Some professors had an opinion that the criteria of selecting the accepting universities of JDS Fellows was still unclear to the universities. According to such opinion, if the project aims to encourage many and a wide variety of universities to participate in the project, and thereby increase competitiveness, it is necessary to disclose the criteria for selection, explain reasons for selecting or not selecting a university. Other persons pointed out the necessity of having external experts.

Points to be improved in future and requests, etc.

In addition to the above, the largest number of universities mentioned the flexible operation of special program budget as a point to be improved. They commented that administration cost was large. They also had requests about resuming the pre-departure English and Japanese language training programs, implementation of preliminary education for students before coming to Japan (how to write a research plan and the establishment of a system in which the JDS returned fellows can give instructions) and other programs for improving the quality of student candidates. They also felt a decline in the quality of applicants in Cambodia and had a request about expanding a population of applicants and holding recruitment seminars by the accepting universities at the time of application period.

Support provided by the implementing Agent was considered to guarantee the environment where JDS Fellows could concentrate on research activities. With respect to domestic support, the needs for initial response to emergency cases and the support on setting up the living environment were

particularly high. Regular monitoring was considered to facilitate the smooth information sharing with the accepting universities and develop the environment where both professors and JDS fellows could feel safe, and they commented that it should be continued.

(3) Recommendations for the future

Importance of Japanese Language Ability

Respondents from universities emphasized the importance of Japanese language as a tool for knowing the Japanese culture.

Tokyo University of Agriculture and Technology provides Japanese language class. This university holds a field trip with the intention to have the international students properly see the actual site in Japan. Japanese locals accepting international students also want to talk with them, and if they can speak Japanese even just a little, they can communicate more smoothly and have different results.

Professors in other universities had an opinion that it would be necessary for JDS fellows to not only study in English for two years but also acquire the Japanese language skills in order to facilitate their study and life in Japan, as well as acquire many things including a personal network in their two-year study period.

The necessity of the Enrichment Program

The survey team explained the idea for an Enrichment Program to the universities, which aims to add value on current program, and the idea was well received. The accepting universities answered that it would be desirable to provide a training opportunity for formulating the JDS network for those specialized in the same field or different fields in Japan. Other professors commented that particularly Cambodian students strongly cooperated and collaborated with each other, but seemed to have less opportunity to communicate with international students from other countries and it would be desirable to have an opportunity for exchange with Japanese students or students from other countries. JDS has been implementing joint program since 2016 and it will be one of the chances meeting such needs. It is desirable to continue implementing such programs that enables the students to mutually formulate a network.

Follow-up Activities

Our hearing conducted with the universities found their needs for follow-up. The original role of each university is to educate each student in each field, and their viewpoint is how they conduct follow-up of the graduates including alumni other than JDS fellows. Many respondents desired the follow-up activities to be provided as a project for securing the achievements of studying in Japan through JDS. The major comments from the universities are as follows:

- There are already candidates applying for the project based on a personal network with or

word-of-mouth information from the JDS returned fellows, showing the effect of continuity of the project. It is expected to encourage a larger number of excellent potential candidates to make application through the alumni.

- It would be nice to have a mechanism for linking the activities of the alumni association of former JDS students in Cambodia with the JDS alumni association of other countries.
- For establishing an alumni network, it is important to establish such network by JICA or the implementation agent for all universities accepting JDS fellows. The “useful network” that enables the graduates to keep in touch with Japan will be a great asset for the Japanese society.
- The JDS students are expected to be successful in each country. It is desirable to provide support to enable them to assume a position for which their experience of studying abroad can be utilized.

3-5. Issues and Recommendations

Issues and recommendations obtained in this survey are as follows.

(1) Cooperation with other ODA Projects

As long as we implement JDS as an ODA project, it is important to cooperate with other ODA projects, in the same way as other projects, from the viewpoint of being an “input for development” instead of just a fund for studying abroad. Dissemination of this project to the persons in charge at JICA offices abroad and experts, encouragement of competent human resources from partner countries to apply to JDS, utilization of alumni network for the project, etc. are required. In particular, in order to promote the cooperation with the technical cooperation projects under implementation, not only it is important to share information with involved experts, but also, to provide them with opportunities to directly meet with JDS returned fellows. In Cambodia where personnel transfer within a ministry is not generally performed, the former JDS fellows may fall in obscurity. Creation of opportunities for connecting the project with the former JDS fellows is likely to be advantageous for both parties. With respect to this point, the implementing agent is also expected to have deeper understanding of the projects that are being implemented by JICA and the related policies of the Cambodian government and make helpful proposals.

With respect to the content of the project, the survey team could have positive consultation with Cambodia-Japan Cooperation Center (CJCC) about cooperation for the pre-departure orientation conducted before fellows’ coming to Japan. The JDS Fellows attend a lecture held by CJCC on the Japanese-style management and thereby can understand the mentality of the Japanese people and the ideas underlying the Japanese society. The fellows also actually feel it after going to Japan and learn new things in addition to their study. It is also expected to improve the added value of JDS whose purpose is to develop a future leader for country’s further development, unlike other

individual study abroad programs.

In order to enhance the ability of young government officers for contribution to the development of the society and economy, it is essential to cooperate with or be complemented by not only the JDS but also other programs. A proposal is to promoting a measure for enabling the fellows to acquire practical knowledge by, participating as an observer in JICA's training for related development issue and topics or for each country during the period of fellows' study in Japan.

(2) Cooperation with the projects implemented by the Japanese ministries

The "Development Cooperation Framework" and the "Japan Revitalization Strategy" advocate for the strategic operation of ODA. The JDS fellows are candidates who will be a leader of their country in future. JDS fellows are from the countries and ministries that are important for Japan with regard to its diplomatic strategy or economic diplomacy. It is desirable to cooperate with the JDS fellows staying in Japan and the former JDS returned fellows in their country for the projects implemented by the Japanese ministries and establish a network with them during fellows' stay in Japan.

(3) Points to Note on Establishment of a Doctoral Program

As a result of hearing survey conducted with the target organizations in Cambodia, most of them answered that a doctoral program would affect the promotion in most organizations. Some former JDS fellows commented that it would be useful for career development. The importance of a doctoral degree is likely to be higher in future as the educational level of Cambodia becomes higher, and it will encourage the JDS to meet new needs and improve the added value of the project. The introduction of doctoral program has a great significance.

Furthermore, establishment of the doctor's course will not only become a follow-up system for JDS fellows but must have a great appeal to potential candidates as a further step when they consider applying for JDS to obtain a Master's degree. The establishment of the doctor's course is expected to have an impact on attracting excellent candidates.

One important factor to consider in the establishment of the doctor's course is to have a common understanding among the Project's organizers, JDS fellows applying for the course, and Accepting Universities as to "why the doctor's course is established in the JDS" and "what the objective of the JDS doctor's course is." It should be made clear that the JDS doctor's course is solely designed to develop policy-making leaders, not for fostering researchers who are not involved in policy making or recommendation. If this point is not clear, it may be difficult to differentiate JDS from governmental and other scholarship schemes. The clear definition is essential when the doctor's course is implemented.

In terms of implementation, due attention should be paid to the implementation review of the five countries that started the Doctoral Program ahead of time. Normally, recruitment of JDS candidates will started after the decision of implementation policy at the 1st Operating Committee

to be held around July to August after Exchange of Notes and Grant Agreement, but because the doctoral course starts April, It is necessary to finalize the candidate by the end of October. Considering the period of selection, the recruitment period of applicants for doctoral course is limited to 1.5 months to 2 months, but for applicants, it is necessary to prepare a research plan more than when applying for a master's course. For this reason, it is better to make a pre-announcement of basic information on the doctoral program to returnee, and encourage consultation and application preparations for research plans with expected academic advisors.

A member of the Operating Committee pointed out that the system recommending the students to study in Japan for two years and in their country for one year might lower the possibility of completing their study in three years and it would be better not to put priority on such system. A university accepting the students pointed out that it would be necessary to perform a study in a determined and satisfactory manner and establish a personal network in the relevant field in order to secure the future achievements. It is desirable to improve the level of all by creating a “mass” of fellows through the JDS master’s program, and develop excellent individuals who can be a key person in a careful and strategic manner through the doctoral program in order to realize the achievements.

(4) Enhancement of Recruitment Activities

In order to achieve the goals of JDS, obtaining talented foreign students is a prerequisite. Therefore, during recruitment activities, it is important to attract more talented applicants from the main target organizations. However, in the present day the mobility of higher education is high, the competition between donors to obtain foreign students is fierce. Therefore, strategies are required for recruitment activities.

First of all, by building a human relationship with the person in charge of JDS within each ministry and obtaining their cooperation, a certain information dissemination effect inside ministries can be expected. In order to spread the information to target candidates from the persons in charge of JDS, it is important to build a good relationship with the persons in charge and get their cooperation.

As heard in the Ministry of Health, it is also effective to devote ministries to high levels in Cambodia. It is possible to explain the background of the component and the required human resources image and have them recruited within the ministry. Especially for infrastructure related to human resource collection, legal field, newly established health components etc., we would like to promote to major high level ministries and agencies high level.

In addition, it is necessary to appeal to the person in charge of each ministry about the advantages of JDS. Because JDS is intended for government officers and is a human development program that addresses the development issues of Cambodia, it should be a program that contributes to the medium and long term development of Cambodia. As mentioned in Chapter 2, in competing Australian and New Zealand scholarships, it became unique for the benefits of JDS specializing

in civil servants to be made easier, as public and private divisions are lost and general competition has emerged.

It is also one characteristics that the accepting universities are positioned as project partners, that the consistent guidance and acceptance system that has been created to provide a curriculum which is better tailored to the country concerned by adding a special program to the existing program and that during the period of their stay in Japan there will be also generous support for the fellows such as regular monitoring, etc. In Cambodia, it is also effective to raise the brand power of studying abroad in Japan by informing the principal of major universities who has experienced studying in Japan as a key person.

On that basis, it is necessary to use various access channels to reach out more prominent prospective candidates. It is effective to use media such as Press-release and SNS, and collaborate with those who have strong networks in Cambodia such as JDS alumni, JICA experts, JICA Alumni Association of Cambodia etc. to transmit attractiveness of JDS project.

(5) Need for Enrichment Programs

With respect to a program for improving the added value of JDS, the JDS returned fellows stated that it would be helpful for them to participate in an internship at a ministry or private company, etc. during their two-year stay in Japan. For Cambodian students, some internship programs were held at the Ministry of Foreign Affairs or JICA, etc., and it is desirable to increase these opportunities. If the counterpart organizations of projects under implementation send JDS fellows, there is a possibility that the acceptance of interns will be considered positively depending on the cooperating organizations on the Japanese side of such projects. Efforts for which this kind of added value can be expected should be promoted further.

The budget for Special Program has been found to be effectively utilized by each university, but they continue making requests about simplifying the administrative procedure, integrating the procedure for each scheme and more flexible operation. It is necessary to consider about separating the matters requested to the universities accepting the students from the matters provided by the project as an enrichment program as well as establishing a mechanism that enables more flexible operation by the universities and thereby securing a win-win relationship.

(6) Importance of Japanese language

Acquiring knowledge of the Japanese language is essential to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Cambodia in the future. In the course of this field survey, we had the opportunity to meet with Cambodians who had experience of studying in Japan and therefore knew Japan well. They uniformly appealed to us the importance of the Japanese language. JDS fellows receive their degree in English, and even though they stay in Japan for two years, this is not enough to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of

acquiring knowledge in a specialized academic field, if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that teaches Japanese language and promotes an understanding of Japanese culture.

Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is possible to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

(7) Networking, Establishment of a Follow-up Scheme and roles of implementing Agent

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

In Cambodia, 368 JDS fellows have studied in Japan, and a total of 317 JDS fellows have already returned home as of April 2017 (up to 14th batch). However, there has been no follow-up mechanism as a project so far, and only contact with returnee was checked once a year.

With respect to the JDS students' connection with Japan, they participate in the JICA Alumni of Cambodia (JICA-AC) that perform various activities every year, but such activities are not performed independently by the JDS students and therefore it is difficult to see the JDS achievements. According to the questionnaire for the JDS returned fellows, about 40% of them answered that they did not participate in the activities of JICA-AC. It is desirable to involve a larger number of the former JDS students in the activities.

In some cases, the implementing Agent is currently providing support in the target countries of the JDS project for establishing an alumni association or holding other events based on the local project office. However, it takes additional time and cost to improve the loyalty of the former JDS students who have lost a connection with Japan for a certain period of time and it is not always efficient. For this reason, the measures provided for the JDS fellows staying in Japan and the follow-up measures provided after they return home should be discussed in an integrated manner as continuous measures. Figure 13 is the image drawn by the consultants showing fellows' royalty toward Japan and time course. It shows that conducting measures starting from the fellows' study in Japan can increase and maintain the royalty high even after leaving from Japan.

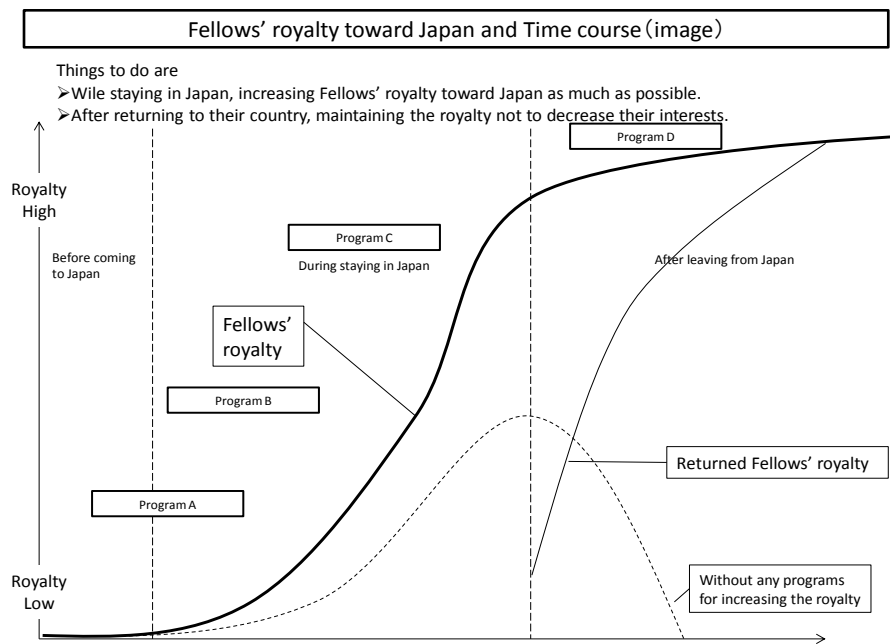


Figure 13 Fellows' royalty toward Japan and time course (image)

To facilitate continuous follow-up activities and cause such activities to lead to the project achievement, namely the “strengthening of partnership between Japan and Cambodia,” it is necessary to improve the students' loyalty to Japan during their stay and motivate them to keep their relationship with Japan after returning home. With respect to follow-up activities after the students return home, the implementation of measures for maintaining and development their loyalty that has been improved during their stay in Japan will contribute to better project achievements.

Follow-up measures implemented after the JDS Fellows return home

For sustainable follow-up activities, it is expected for the Japanese side to enhance the follow-up content in collaboration with the existing JICA-AC in order to implement measures for maintaining and improving the loyalty developed during the students' stay in Japan. Particularly for several years until the activities become stable, the Japanese side is required to provide financial assistance and play a role of facilitator. JICA-AC is also implementing programs utilizing the follow-up budget, etc. of JICA office. Particularly for JDS activities, it would be able to provide more flexible support than the implementing Agent that provides support throughout the project from the time of coming to Japan and thereby facilitate the students to maintain their identify as a JDS fellows, formulate a group and make proposals for or implement activities thereafter.

With respect to the content of activities, the demand of the former JDS fellows for holding a seminar or workshop was high. For this reason, it would be a good idea to introduce and operate a small-sized seminar or workshop in collaboration with JICA-AC by utilizing the resources of

the former JDS students or appointing a teacher dispatched for local interviews as a lecturer.

Networking with Japanese government officials for networking

From the viewpoint of improving loyalty to Japan, the measures to be provided to the JDS fellows during their stay in Japan generally include the holding of lessons for understanding the Japanese culture and seminars for informing about development experience in Japan. However, it is desirable to implement measures utilizing the greatest characteristics of the JDS project, which mean that the JDS fellows are government officials involved in policy making of each country. For the JDS fellows who are expected to serve as a bridge between Japan and Cambodia as a person fond of or familiar with Japan, a network with the Japanese ministries would be useful for their future career. It is desirable to provide support for establishing a network through exchange with administrative officials and the holding of seminars and workshops with the persons concerned with the Japanese ministries as a lecturer.

The network formulated by these measures is practical for the fellows' operations after they return home, giving an incentive to the students to maintain such network and therefore it is expected to establish a continuous relationship. In addition, it is desirable to utilize the fellows further based on this foundation even after they return home for the Japan Embassy, the JICA administration office, JETRO and all other Japanese organizations.

Roles to be performed by the implementation agent

Role as a mediator

The JDS fellows formulate a network with various Japanese people during their stay in Japan. However, it is not easy to meet an appropriate person only by establishing a personal relationship between individuals and such network merely connects a point with a point, having only a sporadic effect. For this reason, the implementation agency is expected to function as a mediator between the JDS fellows and the Japanese ministries and the persons concerned with ODA. It is expected that the implementation agency will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements. Figure 14 shows the image of role of the implementing Agent as mediator to serve in matching and networking between fellows and concerned persons.

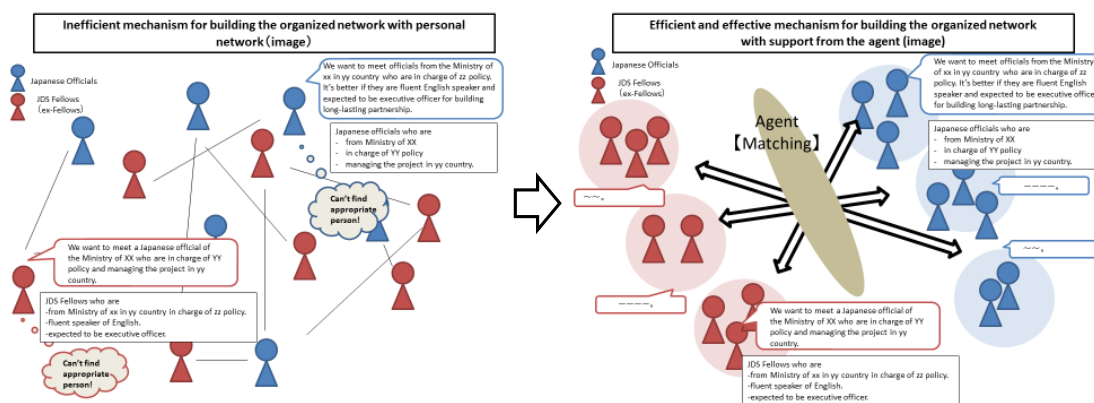


Figure 14 Roles as a mediator by the implementing Agent

Firm network foundation with JDS Fellows

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

Generally speaking, a problem arising in connection with the follow-up of the students is to obtain the information on their whereabouts after returning home. In the JDS project, the implementation agency and the JDS fellows have a trust relationship and therefore the JDS fellows can contact the implementation agency even after returning home, and they have already established a relationship and system that enable us to know the detailed matters on the students' division and work. Particularly the project has its administration office in the relevant country and obtains support from the former JDS students for recommending application, orientation and other major activities. For this reason, the project administration office can be used as a base for follow-up activities.

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

Network foundation with the Japanese ministries

On the other hand, it is also important to advertise the JDS project to the persons concerned with the Japanese ministries is also important. According to the questionnaire survey conducted by the consultant independently, the degree of recognition of the JDS project by the persons concerned

with the Japanese ministries is very low. However, the importance of a network with the JDS students is high for the persons concerned with the Japanese ministries. For example, in terms of the infrastructure export, human resource development is considered to form the basis of all measures taken for the infrastructure export and its many-sided significance was also pointed out by the Ministerial Meeting on Strategy relating to Infrastructure Export and Economic Cooperation.

It is important to inform them that the students from the ministries involved in the projects developed by each ministry in Cambodia are staying in Japan, that the former JDS fellows have been actually promoted in each country and are playing an important role for diplomacy and economy and that the existence of the implementation agency facilitates us to select an appropriate network conveniently and thereby create an opportunity for utilizing the JDS project. If the persons concerned with the Japanese ministries recognize the JDS fellows as “diplomatic assets” and can utilize them, the value of the JDS project will be improved. For this reason, the implementation agency is expected to have a network with, and the ability to transmit information to, not only the persons concerned with ODA but also the Japanese ministries.

The measures mentioned above will make the JDS project a human development project that can achieve the development of the relevant country and the economic growth of Japan at the same time, enabling the establishment of win-win relationship between Japan and Cambodia.

3-6. Conclusion

In recent years, the Cambodian economy has maintained stable high growth, and the number of businesses and investments from Japan is also increasing year by year because of its geographic advantage in ASEAN and good investment environment. On the other hand, there is a general shortage of human resources who work for the arrangement, recovery and development of necessary infrastructure, laws and systems as well as basic foundation for the society and economy. For solving this issue, it is necessary to continue developing and enhancing high-quality human resources and thereby further enhance the ability of related ministries. In addition, it is important to strengthen a bilateral relationship with Cambodia in order to maintain good diplomatic relations between Japan and ASEAN or the entire Asian region.

This preparatory survey discussed the introduction of doctoral program and the enhancement of follow-up activities as major movement of the project. In fiscal year 2014, JICA conducted comprehensive evaluation of the JDS project by the basic research “Analysis of Factors Related to Achievements of Japanese Grant Aid for Human Resource Development Scholarship (JDS).” It is great that the proposals made by such evaluation has caused a movement for making the project better. For securing the contribution of the JDS project to human resource development in Cambodia for a long period of time in future, the project itself must be required also by the Cambodian side and must be an internationally competitive scholarship project. The discussions in this preparatory survey is certainly the first step for it.

The JDS is a project that requires a considerable amount of time, as it starts with the recruitment of candidate JDS fellows and it takes considerable time to see results after fellows get their degrees. Nevertheless, in Cambodia there are already 371 JDS fellows who have gotten a degree and returned home. The JDS fellows are working successfully in each division and securely contributing to the development of Cambodia and some of the former JDS students have assumed the Undersecretary or other important offices in a ministry. In Cambodia, government organizations still have the principle of seniority and the generation of the former JDS fellows are young. Many of the former JDS fellows are developing themselves as the next generation and it can be easily imagined that they will become a leader of each organizations in near future. It is recommended to treat the former JDS fellows as a diplomatic asset to strengthen a relationship between Japan and Cambodia when they become a leader. For this purpose, it is desirable to continuously implement the JDS project that has developed high-quality human resources who are fond of or familiar with Japan, while enhancing the approach that further utilizes the former JDS fellows. It is important to implement follow-up activities and other proposals mentioned in the preceding paragraph effectively in cooperation with the universities accepting the students as well as the related organizations and thereby improve the quality of the JDS project further.

End

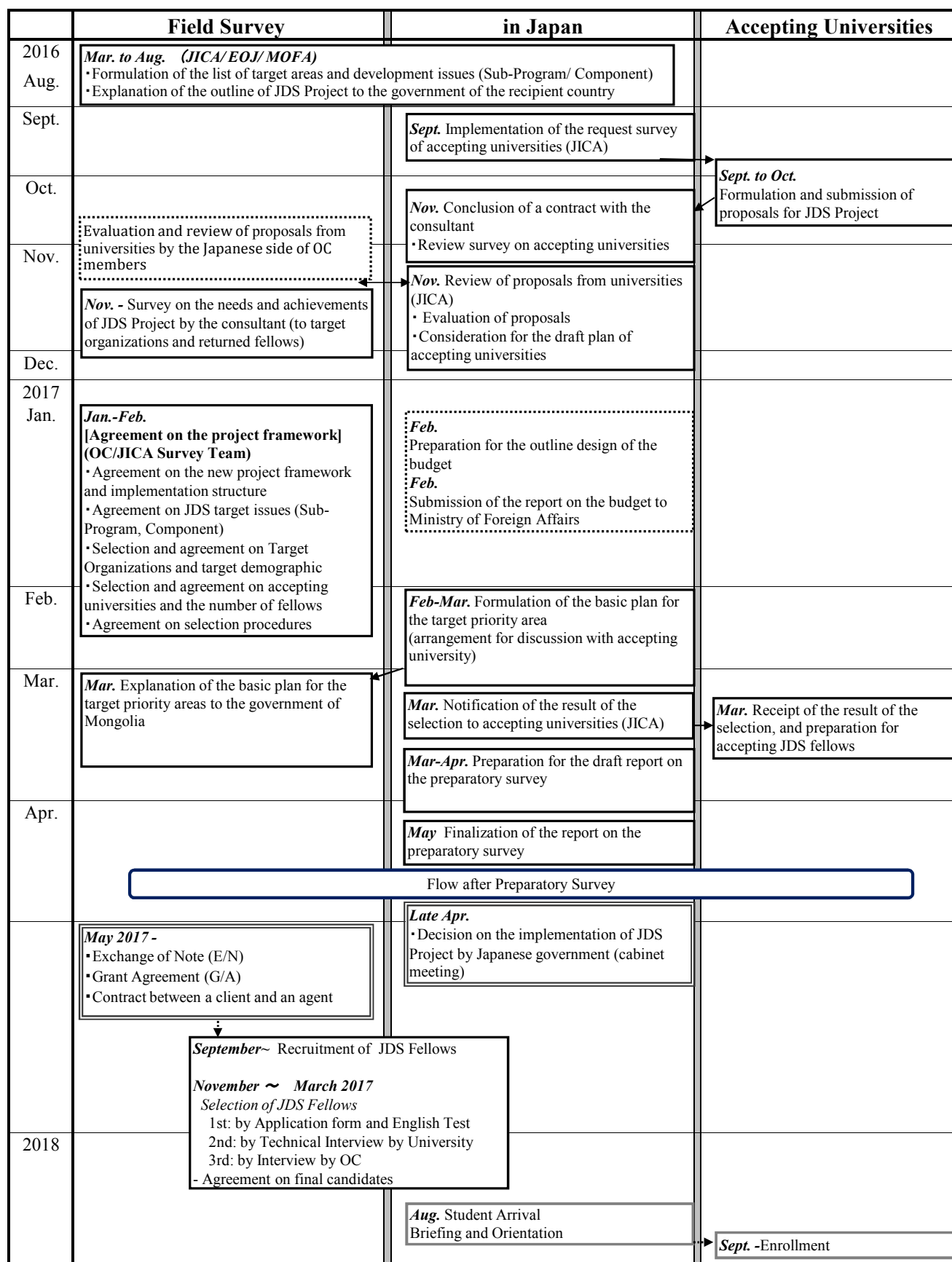
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7. Summary of the Result of Needs Survey on Main Target Organizations

Member List of the Survey Team

Mr. TAKANO, Shintaro	Leader	Deputy Director Grant Aid Project Management Division 2, Financial Cooperation Implementation Department
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Flowchart of the Preparatory Survey for JDS



Preparatory Survey on the Project for
Human Resource Development Scholarship (Cambodia)

List of Contact Persons

1. Discussion on the Minutes

Date and Time	Contact Persons	Remarks
23 January, 2017 (Mon) 14:00~14:30	<ul style="list-style-type: none"> ■ Embassy of Japan in Cambodia – Mr. Matsumoto Izumi, Second Secretary 	Discussion on the overall schedule and approach of the field survey
23 January (Mon) 15:00~16:00	<ul style="list-style-type: none"> ■ JICA Cambodia Office – Mr. Kojima Takeharu, Senior Representative – Ms. Kishida Nami, Representative 	Discussion on the overall schedule and approach of the field survey
24 January (Tue) 09:00~10:30	<ul style="list-style-type: none"> ■ Meeting with the Operating Committee at Ministry of Education, Youth and Sport <Cambodian side> <u>Ministry of Education, Youth and Sport</u> – H.E. Dr. Yuok Ngoy, Secretary of State (Co-chairperson of the OC) – Mr. Keo Sakal, Deputy Director of Cultural Relations and Scholarship Department – Mr. King Sothina, Vice chief, Scholarship Office, Cultural Relations and Scholarship Department <u>Council for the Development of Cambodia</u> – H.E. Im Sour, Deputy Secretary General, Cambodian Rehabilitation and Development Board (CRDB) – Ms. Phana Veunida, Director of Bilateral Aid Coordination Department, Japan-Asia Pacific-America <u>Ministry of Civil Service</u> – Mr. Rithy Sokunthearith (Representative of H.E. Pich Vicheakunthy), Director, Department of Personnel Management – Mr. Seng Sophea, Official, Department of Personnel Management <u>Ministry of Foreign Affairs and International Cooperation</u> – Mr. Peng Seyha, Deputy Director of Personnel Department – Mr. Kim Kung, Deputy bureau chief – 	<ul style="list-style-type: none"> – Discussion on the overall schedule and approach of the field survey – Explanation on a draft of minutes

	<p><Japanese side></p> <p><u>JICA Cambodia Office</u></p> <ul style="list-style-type: none"> – Mr. Kojima Takeharu, Senior Representative (Co-Chairperson of the OC) – Ms. Kishida Nami, Representative <p><u>Embassy of Japan</u></p> <ul style="list-style-type: none"> – Mr. Matsumoto Izumi, Second Secretary <p><Observer></p> <ul style="list-style-type: none"> – Mr. Iida Tetsuji, Advisor, Planning and ASEAN Partnership Division, Southeast Asia and Pacific Department, JICA – Tsubone Chie, JICA In-House Consultant, International Development Center of Japan 	
26 January (Thu) 09:00~10:00	<p>Signing ceremony at Ministry of Education, Youth and Sport</p> <p>■ Ministry of Education, Youth and Sport</p> <ul style="list-style-type: none"> – H.E. Dr. Yuok Ngoy, Secretary of State (Co-chairperson of the OC) – Mr. Keo Sakal, Deputy Director of Cultural Relations and Scholarship Department – Mr. King Sothina, Vice chief, Scholarship Office, Cultural Relations and Scholarship Department 	Signing on Minutes of Discussion
27 January (Fri) 14:30 ~15:00	<p>■ Embassy of Japan in Cambodia</p> <ul style="list-style-type: none"> – Mr. Matsumoto Izumi, Second Secretary 	Reporting about the field survey

2. Visit to expected Target Organizations, and others

Date and Time	Contact Persons	Remarks
24 January, 2017 (Tue) 11:15~12:00	<p>■ Ministry of Economy and Finance</p> <ul style="list-style-type: none"> – Mr. Meas Soksensan, Secretary-General, Deputy Secretary-General of General Secretariat, Steering Committee of the Public Financial Management Reform 	Feedback for JDS Project, Needs survey
24 January (Tue) 16:00~17:00	<p>■ National Social Security Fund</p> <ul style="list-style-type: none"> – Mr. Heng Sophannarith, Deputy Director of Health Insurance Division 	Introduction of JDS Project, Needs survey
25 January (Wed) 09:00~10:00	<p>■ Phnom Penh Department of Public Works and Transport</p> <ul style="list-style-type: none"> – Mr. Sam Piseth, Director of DPWT 	Introduction of JDS Project, Needs survey
25 January (Wed) 11:00~12:00	<p>■ Ministry of Interior</p> <ul style="list-style-type: none"> – Mr. So Munyraksa, Director, General Department of Administration and Training Department 	Needs survey

25 January (Wed) 14:00~15:00	<ul style="list-style-type: none"> ■ Ministry of Public Works and Transport – Mr. Kume Hidetoshi, JICA expert, Transport Policy Advisor 	Introduction of JDS project and survey
25 January (Wed) 16:00~17:00	<ul style="list-style-type: none"> ■ JICA Alumni of Cambodia (JICA-AC) – H.E. Chin Malin, President of JICA-AC (Under Secretary of State, Ministry of Justice) 	Survey on alumni activities and follow-up
26 January (Wed) 11:00~12:00	<ul style="list-style-type: none"> ■ Ministry of Health – Dr. LO Veasnakiry, Director of Planning and Health Information Department – Mr. Murakoshi Eijiro, Sub-Team Leader / Health Financing Mechanism 	Introduction of JDS Project, Needs survey
26 January (Thu) 16:00~17:00	<ul style="list-style-type: none"> ■ Municipality of Phnom Penh – Mr. Vannak Seng, Deputy-Chief of Urban Management Division – Mr. Cheam Phanin, MSC, Architect and Urban Planner, Vice Chief of Urban Planning Office 	Introduction of JDS Project, Needs survey
27 January (Fri) 09:00~10:00	<ul style="list-style-type: none"> ■ Cambodia-Japan Cooperation Center (CJCC) – Mr. Ban Toshio, Chief Advisor – Ms. Nadamoto Satoko, Project Coordinator 	Survey on alumni activities and follow-up
27 January (Fri) 10:00~11:00	<ul style="list-style-type: none"> ■ Nagoya University Asian Satellite Campuses Institute in Cambodia – Dr. Ngov Penghuy, Director & Designated Associate Professor, Cambodia Satellite Campus 	Survey on alumni activities and follow-up

3. JDS Returned Fellows

Date and time	Contact Persons	Remarks
24 January, 2017 (Tue) 18:00~20:30	<ul style="list-style-type: none"> ■ Meeting with JDS Returned Fellows – Mr. Sam Chanphirun, Education Officer, Quality Assurance Department, Ministry of Education, Youth and Sport – Mr. Sok Pisith, Chief of Policy Unit, Gender Quality Department, Ministry of Women's Affairs – Ms. Peng Tithsothy, 1). Head of Subject Earth Science & Lecturer of Earth Science, 2). Head of Documentation Center of NIE, 3). Core national trainer of Planning and Management of Education for the Department of Planning and Management of NIE, Ministry of Education, Youth and Sport" – Mr. Yok Samedy, Head of Financial Markets and Institutions Development Division, Financial Industry 	Survey on JDS Returned Fellows

	<p>Department, Ministry of Economy and Finance"</p> <ul style="list-style-type: none"> – Mr. Ly Yasak, Vice-Chief of Office, Department of Capital and Provincial Affairs, Ministry of Interior – Mr. Sun Sophea, Official, Asia II Department, Ministry of Foreign Affairs and International Cooperation" – Mr. Ros Bandos, Chief of Non-Formal Environmental Education Office, Department of Environmental Education (DEE), Ministry of Environment – Mr. Seng Kimrithy, Official, General Department of Petroleum, Department of oil and Gas technical and support safety, Ministry of Mine and Energy 	
<p>25 January, 2017 (Wed) 18:00~20:30</p>	<p>■ Meeting with JDS Returned Fellows</p> <ul style="list-style-type: none"> – Mr. Som Savuth, Director, ICT Department, The Senate of Cambodia – Mr. In DARA, Deputy Director, Legal and Consular Affairs Department, Ministry of Foreign Affairs and International Cooperation – Mr. Huot Synead, Deputy Director General – Mr. Prum Sokha, General Department of Administration , Ministry of Interior – Mr. Chuop Sivutha, Deputy Director, Legislation and Dispute Resolution Division, Ministry of Environment – Mr. Ty Vichet, Deputy Director, Department of Legal Affairs and Statistics in Criminal Matters, Legal and Judicial Development 	<p>Survey on JDS Returned Fellows</p>

4. Accepting Universities

Date and time	Contact Persons	Remarks
<p>5 April 2017 (wed) 13:00-14:20</p>	<p>■ Waseda University, Graduate School of Asia-Pacific Studies</p> <ul style="list-style-type: none"> – Mr. Shunji Matsuoka, Professor – Mr. Dai Suematsu, Chief Officer, Admissions Office 	<p>Survey and Evaluation by the Accepting Universities</p>
<p>7 April 2017 (fri) 13:00-14:30</p>	<p>■ Tokyo University of Agriculture and Technology, Graduate School of Agriculture</p> <ul style="list-style-type: none"> – Mr. Yoshiharu Fujii, Professor – Mr. Masaaki Yamada, Professor – Mr. Tasuku Kato, Professor – Mr. Yosei Oikawa, Assistant Professor 	<p>Survey and Evaluation by the Accepting Universities</p>

20 April 2017 (thu) 13:00-14:00	<ul style="list-style-type: none"> ■ Nagoya University, Graduate School of Environmental Studies – Mr. Ryota Tsubaki, Associate Professor 	Survey and Evaluation by the Accepting Universities
20 April 2017 (thu) 15:00-16:00	<ul style="list-style-type: none"> ■ Nagoya University, Graduate School of Law – Mr. Masafumi Suzuki, Professor – Mr. Hidenori Moto, Professor – Mr. Akira Fujimoto, Professor – Ms. Minori Ohkohchi, Professor – Mr. Frank Bennet, Associate Professor – Ms. Saori Okuda, Lecturer 	Survey and Evaluation by the Accepting Universities

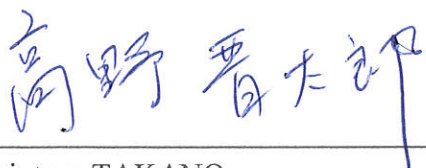
MINUTES OF DISCUSSIONS
ON THE PREPARATORY SURVEY OF
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO THE KINGDOM OF CAMBODIA

In response to a request from the Royal Government of Cambodia (hereinafter referred to as “RGC”), 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 Cambodia.

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by Mr. Shintaro Takano, Deputy Director, Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA, to Phnom Penh from 23rd to 27th January, 2017.

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.

Phnom Penh, January 26, 2017



Shintaro TAKANO
Leader
Preparatory Survey Team
Japan International Cooperation Agency



H.E. Yuk NGOY
Secretary of State
Ministry of Education, Youth and Sports

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 the framework of the JDS Project starting from Japanese fiscal year 2017
- (2) To identify the number of potential candidates for the JDS Projects
- (3) 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 2017 and the JDS Fellows for this batch are scheduled to arrive in Japan in 2018.

2. Confirmation of the Implementation Coordination

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

Cambodian side

- Ministry of Education, Youth and Sports (Co-chair)
- Council for the Development of Cambodia
- Ministry of Foreign Affairs and International Cooperation
- Ministry of Civil Service

Japanese side

- JICA Cambodia Office (Co-chair/ Secretary)
- Embassy of Japan

Japanese side proposed to add the Ministry of Economy and Finance as a Committee member, considering the ministry's role on grant aid projects including the JDS Project. The Cambodian side agreed on the proposal. Detailed procedure will be confirmed before the 1st Operating Committee meeting of the Japanese fiscal year 2017.

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

The total number of JDS Fellows for the first batch in Japanese fiscal year 2017 shall be at twenty-four (24) and this number would indicate the maximum number per batch for four

batches, from Japanese fiscal year 2017 to 2020.

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 :

Strengthening of Economic Basis

Development Issue as Component :

- 1-1 Economic Infrastructure Development (Infrastructure Development)
Economic Infrastructure Development (Urban Problem Solving)
- 1-2 Private Sector Development
- 1-3 Agriculture and Rural Development

(2) Priority Area as Sub-Program 2 :

Enhancement of Social Development

Development Issue as Component :

- 2-1 Improvement of Education Quality
- 2-2 Health System Strengthening

(3) Priority Area as Sub-Program 3:

Enhancement of Governance

Development Issue as Component :

- 3-1 Improvement of Administrative Functions
- 3-2 Legal and Judicial Development
- 3-3 Building of International Relations

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 Cambodia.

Those assumed development needs described above shall be notified as "research area" to JDS applicants 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.

It was agreed that possibility of some adjustment on the universities shall be discussed in the Committee meeting to accord with emerging needs.

- 1) Development Issue as Component : Economic Infrastructure Development (Infrastructure Development)

Accepting University:

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

- 2) Development Issue as Component : Economic Infrastructure Development (Urban Problem Solving)
Accepting University:
 - Toyo University, GS of Regional Development Studies (3 slots)
- 3) Development Issue as Component : Private Sector Development
Accepting University:
 - Kobe University, GS of International Cooperation Studies (3 slots)
- 4) Development Issue as Component : Agriculture and Rural Development
Accepting University:
 - Tokyo University of Agriculture and Technology, GS of Agriculture (2 slots)
- 5) Development Issue as Component : Improvement of Education Quality
Accepting University:
 - Hiroshima University, GS for International Development and Cooperation (4 slots)
- 6) Development Issue as Component : Health System Strengthening
Accepting University:
 - Nagasaki University, School of Tropical Medicine and Global Health (2 slots)
- 7) Development Issue as Component : Improvement of Administrative Functions
Accepting University:
 - Meiji University, GS of Governance Studies (3 slots)
- 8) Development Issue as Component : Legal and Judicial Development
Accepting University:
 - Nagoya University, GS of Law (2 slots)
- 9) Development Issue as Component : Building of International Relations
Accepting University:
 - Ritsumeikan University, GS of International Relations (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”.

The Cambodian side suggested including Supreme National Economic Council (SNEC) as a target organization to the “Component 3-1: Improvement of Administrative Functions.” The Team will conduct further survey on SNEC to see whether it is eligible or not.

It was also agreed that possibility of some adjustment on the target organizations shall be discussed in accordance with the result of recruitment/selection 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. 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. Selection and Follow-up of the JDS Fellows

Both parties confirmed the importance of recruitment and selection of the appropriate candidates, and posting and allocation of the returned JDS fellows in order to assure the project outcome.

It was agreed that monitoring and evaluation of JDS returning Fellows should be done actively by RGC for expanding their outcomes and human network.

2. English Training for the JDS Fellows

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.

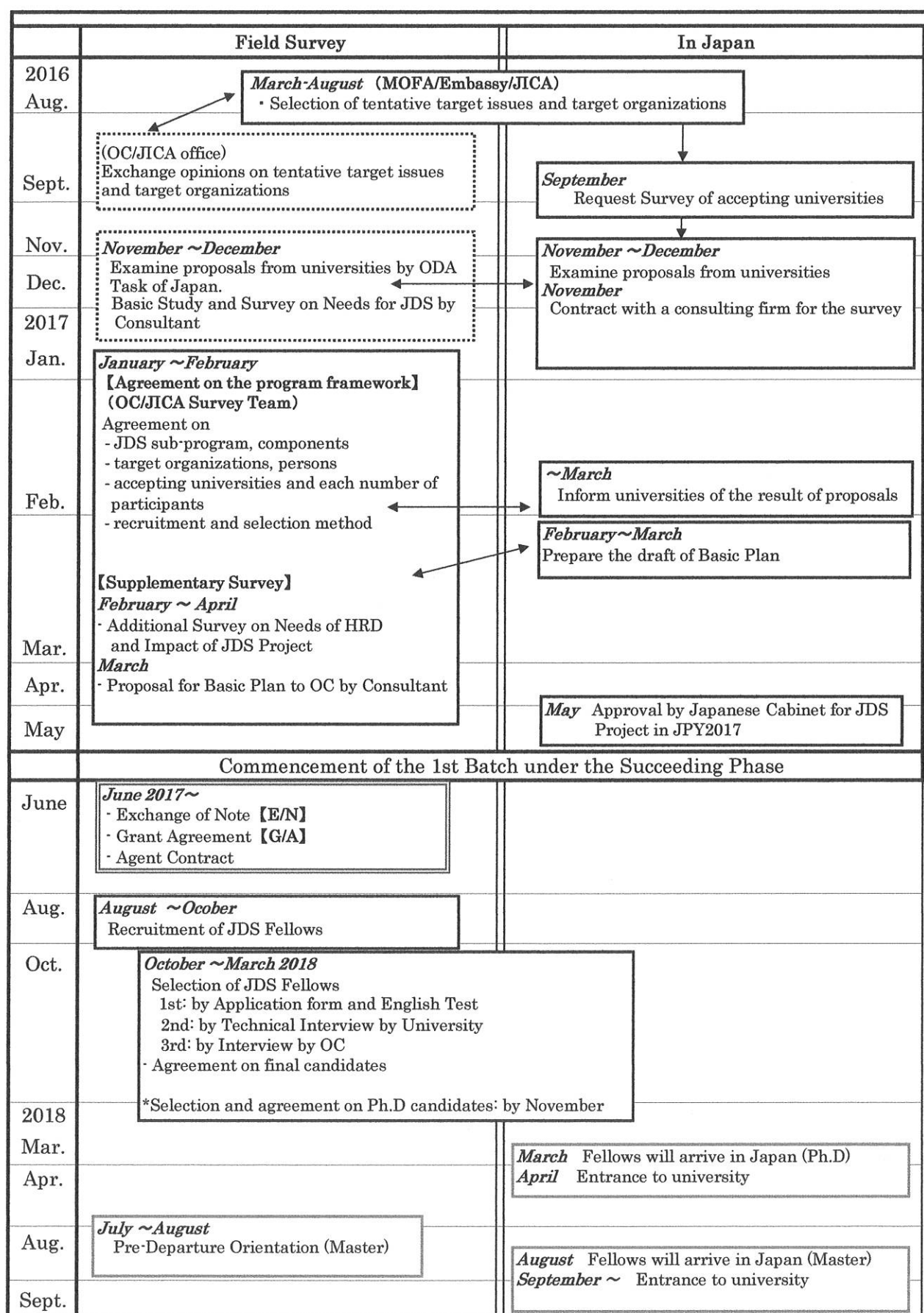
-ANNEX-1: Flowchart of the Preparatory Survey

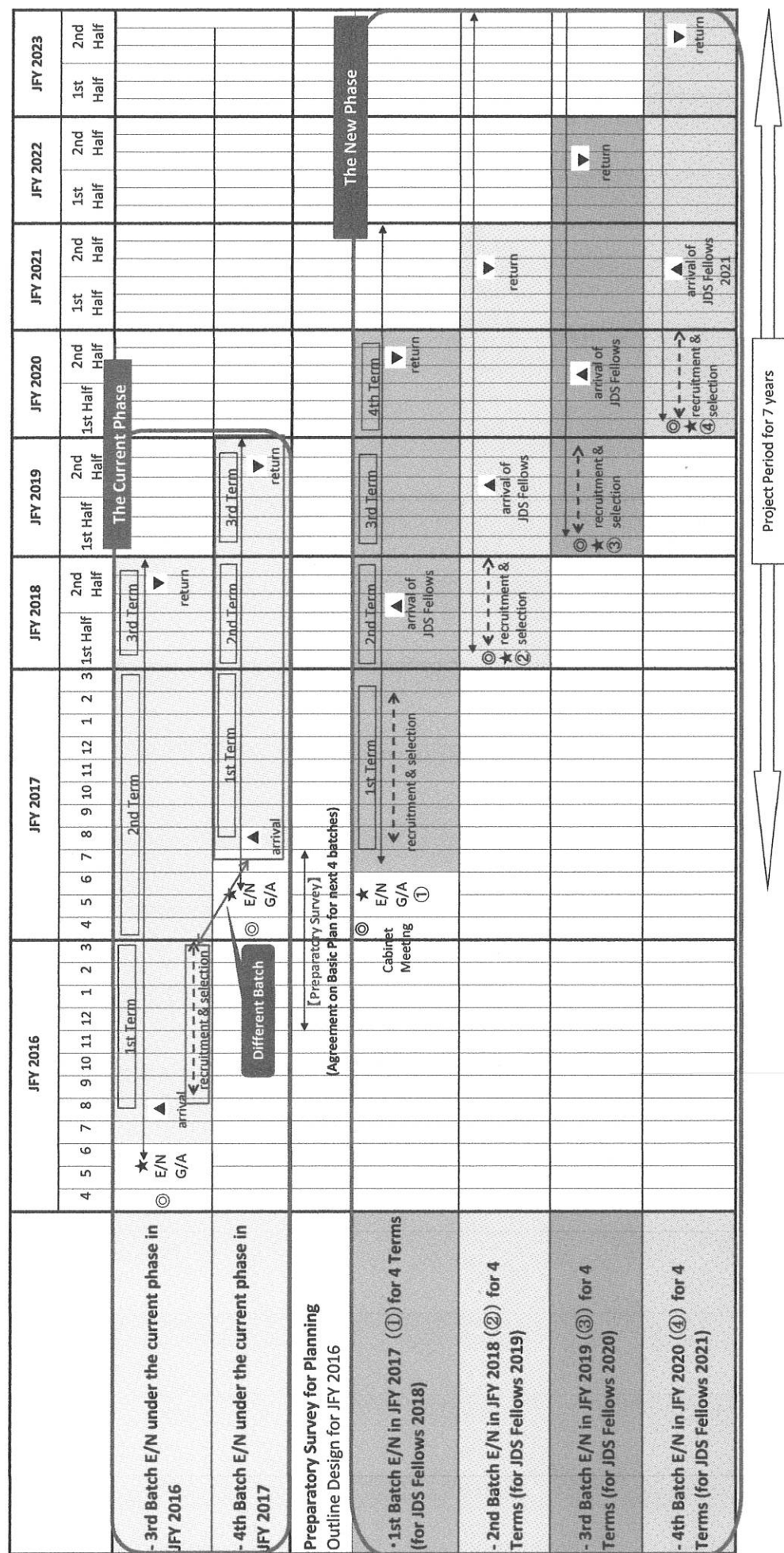
-ANNEX-2: Flowchart of JDS Project for the Succeeding Four Batches

-ANNEX-3: Design of JDS Project for Four Batches

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

Flowchart of the Preparatory Survey





© : Cabinet Meeting
 ★ : Exchange of Notes (E/N) 、 Grant Agreement (G/A)
 ▲ : Arrival
 ▼ : Return to Cambodia

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Design of JDS Project in Cambodia for Four Batches (from JDS Fellow 2018 to JDS Fellow 2021)

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)		Expected Theme of the Research/ Possible Fields of Study	Supposed Target Organizations	University	Slot
1.Strengthening of Economic Basis	1-1. Economic Infrastructure Development	1-1-1. Infrastructure development	<u>Possible Fields of Study:</u> Infrastructure development of transportation, port, electricity, Information technology	•Ministry of Public Works and Transport •Phnom Penh Department of Public Works and Transport •Ministry of Posts and Telecommunications •Ministry of Land Management, Urban Planning and Construction •Ministry of Rural Development •Ministry of Tourism •Electricity of Cambodia (EDC) •Sihanoukville Autonomous Port •Phnom Penh Autonomous Port •Telecom Cambodia •Ministry of Labor and Vocational Training •Ministry of Mines and Energy •Lecturer of National Universities and Institutes (* faculty of science, technology, engineering and mathematics (STEM) field only)	Hiroshima University GS for International Development and Cooperation	3
		1-1-2. urban problem solving	<u>Possible Fields of Study:</u> urban problem solving (urban planning, urban traffic, urban environment),water supply	•Ministry of Public Works and Transport •Phnom Penh Department of Public Works and Transport •Ministry of Land Management, Urban Planning and Construction •Ministry of Industry and Handicraft •Water Supply Authority •Ministry of Environment •Ministry of Rural Development •Ministry of Labor and Vocational Training •Phnom Penh Municipality	Toyo University GS of Regional Development Studies	3
	1-2. Private Sector Development		<u>Possible Fields of Study:</u> National development policy, macro economics, private sector development policy	•Ministry of Economy and Finance (* including General Department of Taxation and Department of Customs) •Ministry of Commerce •Ministry of Mines and Energy •Ministry of Industry and Handicrafts •Council for the Development of Cambodia •Ministry of Women's Affairs •National Bank of Cambodia •Ministry of Labor and Vocational Training (* excluding lecturers of school and training center under MLVT) •Lecturer of National University	Kobe University GS of International Cooperation Studies	3
	1-3. Agriculture and Rural Development		<u>Possible Fields of Study:</u> Agricultural development economics (agricultural statistics, agricultural economics, agricultural supply chain), agricultural engineering (irrigation, river development)	•Ministry of Agriculture, Forestry and Fisheries •Ministry of Water Resources and Meteorology •Ministry of Rural Development •Ministry of Environment •Lecturer of National Universities and Institutes (* faculty of agriculture or science, technology, engineering and mathematics (STEM) field only)	Tokyo University of Agriculture and Technology GS of Agriculture	2
2.Enhancement of Social Development	2-1. Improvement of Education Quality		<u>Possible Fields of Study:</u> quality improvement of education, curriculum development, material development, lesson study, School management, Science and mathematics education	•Ministry of Education, Youth and Sport (* excluding teachers of primary, secondary and upper secondary schools) •National Institute of Education (NIE) •Provincial Teacher Training Center (PTTC) (* trainers only) •Regional Teacher Training Center (RTTC) (* trainers only) •Lecturer of National Universities and Institutes (* faculty of science, technology, engineering and mathematics (STEM) field only)	Hiroshima University GS for International Development and Cooperation	4
	2-2. Health system strengthening		<u>Possible Fields of Study:</u> Health financing, Public health, nutrition improvement, Community health, Health system strengthening, Hospital management	•Ministry of Health •Provincial Department of Health •Provincial hospitals (* management staff only) •Ministry of Rural Development •National Social Security Fund •National University of Health Science (* lecturers only)	Nagasaki University School of Tropical Medicine and Global Health	2
3.Enhancement of Governance	3-1. Improvement of Administrative Functions		<u>Possible Fields of Study:</u> Decentralization, local administration, public financial management, policy and administrative structure of national tax and custom, development planning, statistics, gender equality, public policy	•Ministry of Interior (* including Sub-National Administrations) •Ministry of Civil Service •Ministry of Economy and Finance •Office of the Council of Ministers •Ministry of Women's Affairs •Ministry of Planning •Council for the Development of Cambodia	Meiji University GS of Governance Studies	3
	3-2. Legal and Judicial Development		<u>Possible Fields of Study:</u> Legal and judicial reform, establishment and enforcement of law	•Ministry of Justice (including respective courts) •Royal Academy for Judicial Professions (including judges and prosecutors) •Ministry of Land Management, Urban Planning, and Construction •Office of the Council of Ministers •Ministry of Foreign Affairs and International Cooperation •Royal University of Law and Economics (including the lecturers)	Nagoya University GS of Law	2
	3-3. Building of International Relations		<u>Possible Fields of Study:</u> International politics, international economics, ASEAN integration, foreign policy	•Ministry of Foreign Affairs and International Cooperation •Office of the Council of Ministers •Council for the Development of Cambodia •Ministry of Economy and Finance •Ministry of Commerce •Ministry of Agriculture Forestry and Fisheries •Ministry of Environment •Ministry of Civil Service •Lecturer of National University and Institutes	Ritsumeikan University GS of International Relations	2
Maximum Number per Year						24

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:
 Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Civil Service
 Japanese Side: JICA Cambodia Office, Embassy of Japan

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 Cambodia)

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

Relevant Projects and Training Programs of JICA Cambodia 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 Cambodia.

(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 XX	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 Cambodia 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 2018 (Until 2020) : X fellows, From the year 2019 (Until 2021) : X fellows

From the year 2020 (Until 2022) : X fellows, From the year 2021 (Until 2023) : X fellows

(7) Inputs from the Cambodia 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 Cambodia
- 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 Royal Government of Cambodia or other countries
- 4) Work Experience:
 - Currently employed in the Target Organizations as a full-time employee (Except contract staff)
 - Has at least 2 (two) years of work experience in the target organizations 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 obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

The number of JDS Fellows to be accepted for next four years in the JDS Project in Cambodia

Sub-Program	Component		University	Graduate School	Expected Number of JDS Fellows				
					1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1 Strengthening of Economic Basis	1-1. Economic Infrastructure Development	Infrastructure Development	Hiroshima University	Graduate School for International Development and Cooperation	3	3	3	3	12
		Urban Problem Solving	Toyo University	Graduate School of Regional Development Studies	3	3	3	3	12
	1-2. Private Sector Development		Kobe University	Graduate School of International Cooperation Studies	3	3	3	3	12
	1-3. Agriculture and Rural Development		Tokyo University of Agriculture and Technology	Graduate School of Agriculture	2	2	2	2	8
2 Enhancement of Social Development	2-1. Improvement of Education Quality		Hiroshima University	Graduate School for International Development and Cooperation	4	4	4	4	16
	2-2. Health System Strengthening		Nagasaki University	School of Tropical Medicine and Global Health	2	2	2	2	8
3 Enhancement of Governance	3-1. Improvement of Administrative Functions		Meiji University	Graduate School of Governance Studies	3	3	3	3	12
	3-2. Legal and Judicial Development		Nagoya University	Graduate School of Law	2	2	2	2	8
	3-3. Building of International Relations		Ritsumeikan University	Graduate School of International Relations	2	2	2	2	8
				Total	24	24	24	24	96

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: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Strengthening of Economic Basis
3. Operating Committee:

Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Civil Service

Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 1-1-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Strengthening of Economic Basis
2. Component: Economic Infrastructure Development (Infrastructure development)
3. Target Organization:

Ministry of Public Works and Transport / Phnom Penh Department of Public Works and Transport/ Ministry of Posts and Telecommunications / Ministry of Land Management, Urban Planning and Construction / Ministry of Rural Development / Ministry of Tourism / Electricity of Cambodia (EDC) / Sihanoukville Autonomous Port / Phnom Penh Autonomous Port / Telecom Cambodia / Ministry of Labor and Vocational Training / Ministry of Mines and Energy / Lecturer of National Universities and Institutes (*faculty of science, technology, engineering and mathematics (STEM) field only)

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

Cambodia lies at the center of Mekong Region, surrounded by Thailand, Laos, and Vietnam. Building several economic corridors, Cambodia is geographically important as the hub of international trade and shows a stable economic growth recently. However, transportation infrastructure development still remains at low level and has weak international port competitiveness compared to the neighboring countries. Strengthening of economic basis including issues of human resource, political and institutional aspect, is an important matter for Cambodia. Also, in the field of electricity exist problems of tight supply and demand of electricity, lopsided power structure, and the situation that electricity cost being relatively expensive.

Under this circumstances, it is necessary to foster human resources those who can design development plans and policies, or who can properly examine and manage the plan and progress, draw up and carry out the operational and maintenance plans in order to develop economic Infrastructures.

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

"Country Assistance Policy for Cambodia" (as of April 2012) puts "Steady and Sustainable Economic Growth and Balanced Development" as overall goal. In "Strengthening of the basis for economic activities", which is one of three pillars of propriety, it is mentioned that in order to sustain and to further promote economic development in Cambodia and the whole Mekong Region, Japan prioritizes its assistance to the following areas; (i) the development of road network systems centered on the Southern Economic Corridor considering its geographical location as the center of the Mekong Region, high development effects, and its important role in economic activities, (ii) the development of the areas

around the Sihanoukville Port considering its important role in economic activities, (iii) the development of stable electricity supply system, (iv) the development of Information and Communication Technology (ICT) infrastructure and (v) the improvement of logistical systems which are critical factors for attracting Foreign Direct Investment (FDI). JDS project is expected to foster human resources capable of policy making and designing a development plan in the field of economic infrastructure development, review and manage respective plans and progresses, and plan / implement operation and maintenance plans after the completion, by complementing JICA's "Program for Transportation and Electricity Infrastructure Improvement".

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched 368 Fellows in total through the 1st to 16th batch. Among the 368 fellows, 317 obtained master's degree (Among the 368 fellows, 62 are in the field of Infrastructure Development) and returned to Cambodia (as of March 2017). Most of the returned fellows have returned to the original workplace for solving development issues through their work.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

- Transport Policy Advisor
- The Project for Strengthening Capacity for Maintenance of Roads and Bridges
- The Project for Modernization of Vehicles Registration and Inspection Administration System
- Advisor for Container Terminal Operation and Management to PAS
- Project for Improvement of Transmission System Operation and Maintenance
- Energy Economic and Planning Advisor

【Loan Aid (Yen Loan)】

- National Road No.5 Improvement Project
- Sihanoukville Port Multipurpose Terminal Development Project
- Phnom Penh City Transmission and Distribution System Expansion Project

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in policy formulation, planning and implementation in the field of Infrastructure development.

2) Project purpose

To ensure that government officials, who are/ will be engaged in policy formulation, planning and implementation in the field of infrastructure development, improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

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

(5) Activity (Example)

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Preliminary education for acquiring basics	<ul style="list-style-type: none">• The preliminary education is provided to strengthen JDS fellows' knowledge for their researches by communicating with their planned main supervisors before departure to Japan, and to establish an advising team that will support their learning and research at the graduate level after coming to Japan.• They are required to conduct self-study under the instruction of the main supervisors and submit reports on technical and policy issues and its measures via e-mail for preliminary supervisions.
2) During study in Japan	
Acquire practical knowledge related to the development policy and technology of economic infrastructure	<ul style="list-style-type: none">• Hiroshima University offers an education program jointly organized by the Development Policy Course and the Development Technology Course. Although the JDS candidates will choose one of the courses, they are able to take any courses provided by this joint program.• Each of the JDS candidates is supervised by three faculty members: a main supervisor and two sub-supervisors. One of the two sub-supervisors is selected from another course.• JDS fellows learn practical knowledge from professionals or specialists from other universities or institutions through a variety of seminars. They participate in academic or international conferences.
Support for research by necessary materials and books	<ul style="list-style-type: none">• To conduct researches smoothly, all JDS fellows are provided with specialized books, datasets, and/or other materials necessary for their research. In addition, spatial analysis software such as Arc GIS is also provided.
Development of knowledge to write a master's thesis in English	<ul style="list-style-type: none">• Through special English language courses, "Graduate Writing I" and "Graduate Writing II.", JDS fellows can obtain essential skills in writing academic papers. In addition, they can utilize English proofreading by native speakers on their master theses.
Support for research by mentorship system	<ul style="list-style-type: none">• Under Special Program, at least one Ph.D. student is assigned to every JDS fellow for two years (mentorship system).• JDS fellows are able to get appropriate advices and ample

	support on their research from the mentor whenever they want.
3) After return	
Utilize of knowledge and achievement.	<ul style="list-style-type: none"> Hiroshima University conducts a follow-up seminar in Cambodia within approximately one to two years after their graduation to see how they utilize the knowledge acquired in our course afterwards.

(6)-1 Input 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 3 fellows × 4 years = 12 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, From the year 2021 (Until 2023) : 3 fellows

(7) Inputs from the Cambodia 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 Cambodia
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
- 4) Work Experience:
 - Currently employed in the Target Organizations as a full-time employee (Except contract staff)
 - Has at least 2 (two) years of work experience in the target organizations 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 obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Strengthening of Economic Basis
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 1-1-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Strengthening of Economic Basis
2. Component: Economic Infrastructure Development (Urban problem solving)
3. Target Organization: Ministry of Public Works and Transport/ Phnom Penh Department of Public Works and Transport/ Ministry of Land Management, Urban Planning and Construction/ Ministry of Industry and Handicraft/ Water Supply Authority/ Ministry of Environment/ Ministry of Rural Development/ Ministry of Labor and Vocational Training/ Phnom Penh Municipality

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

Phnom Penh, the capital of Cambodia, is the heart of economy and public administration, which is the engine of internal economic development. Maintenance and development of Phnom Penh's economic function is essential for the far-reaching economic development of the country. Meanwhile, increasing urban problems such as vehicle congestion, degradation of the environment, and suburban sprawl, which comes from rapid urbanization, are concerned. Especially, poor public transportation and worsening traffic situation due to increasing number of vehicles are urgent matters. In terms of drinking water supply, penetration rate in local cities and rural area is lower than that of Thailand, Vietnam and Myanmar. As to sewerage, which does not even have a development plan, is not prepared even in Phnom Penh. Thus negative impact to rivers and ecological entities due to rapid urbanization is much concerned.

Under this circumstances, it is necessary to foster human resources those who can design development plans and policies in the field of urban planning / urban traffic / water system, or who can properly examine and manage the plan and progress, draw up and carry out the operational and maintenance plans in order to develop infrastructures.

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

In the "Country Assistance Policy for Cambodia" (as of April 2012), "Development of Economic Infrastructure" is set as a goal under one of the three pillars of propriety, "Strengthening of the Basis for Economic Activities". In "Promotion of Social Development" which is also one of the three pillars of propriety, it is manifested that Japan supports the development of water supply systems in major local cities to improve the access to safe water in cooperation with the Phnom Penh Water Supply Authority which has obtained high level management and technical know-how through Japan's assistances. Also, Japan supports the sewage treatment in Phnom Penh in order to tackle with the deteriorating urban environment caused by growing population. Moreover, in JICA's Country Analysis Paper of Cambodia

(as of 2014), improvement of traffic situation in Phnom Penh is deemed as a key component.

The JDS project in Cambodia started dispatching participants to Japan in the year of 2001 and dispatched 368 participants in total through the 1st to 16th batch. Among the 368 participants, 317 participants obtained master's degree (62 participants are in the field of Economic Infrastructure Development) and returned to Cambodia (as of March 2017), Most of the returned participants have returned to the original workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

- Transport Policy Advisor
- The Project for Strengthening Capacity for Maintenance of Roads and Bridges
- Project for Modernization of Vehicles Registration and Inspection Administration System
- Project for Improvement of Public Bus Management System in Phnom Penh
- Project for Capacity Enhancement of Environmental and Social Considerations in Implementing Agency
- Capacity Building for Water Supply System in Cambodia (Phase 3)

【Grant Aid】

- Project for the Rehabilitation of Chroy Changwa Bridge
- Project for Expansion of Water Supply System in Kampot

【Loan Aid (Yen Loan)】

- Siem Reap Water Supply Expansion Project

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in policy formulation, planning and implementation in the field of economic infrastructure development (solving urban problems).

2) Project purpose

To ensure that government officials, who are/ will be engaged in policy formulation, planning and implementation in the field of economic infrastructure development (solving urban problems), improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

Toyo University, Graduate School of Global and Regional Studies
 3 fellows / year total 12 fellows / 4 years

(5) Activity (Example)**Toyo University, Graduate School of Regional Development Studies**

Target	Contents/ Programs to achieve target
1) During study in Japan	
To acquire necessary knowledge to develop economic infrastructure	<ul style="list-style-type: none"> JDS students take subjects such as economic infrastructure development, urban planning and urban transport, and water supply and sanitation to strengthen the expertise in economic infrastructure development
To gain basic and applied knowledge and English skills required to write a master's thesis.	<ul style="list-style-type: none"> Research guidance is taken with a "supervisor and co-advisor system." As professors cover a wide variety of research fields, the university offers the optimum combination of a supervisor and a co-advisor. Academic writing support to write a thesis in the proper manner is offered.
To obtain practical skills and knowledge	<ul style="list-style-type: none"> Field study in transportation/ports and water supply/sanitation facilities to observe the sites and exchange information with the government officers and facility operators will be conducted. Seminars and workshops are given by specialists on a specific topic of economic/social infrastructure inside and outside Japan. Symposium or workshop in Cambodia is conducted for outreach of the research activities.

(6)-1 Input from the Japanese Side

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

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

1 batch 3 fellows × 4 years = 12 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, From the year 2021 (Until 2023) : 3 fellows

(7) Inputs from the Cambodia Side

- Dispatch of JDS fellows
- 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 Cambodia
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
- 4) Work Experience:
 - Currently employed in the Target Organizations as a full-time employee (Except contract staff)
 - Has at least 2 (two) years of work experience in the target organizations 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 obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Strengthening of Economic Basis
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 1-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Strengthening of Economic Basis
2. Component: Private Sector Development
3. Target Organization: Ministry of Economy and Finance (*including General Department of Taxation and Department of Customs)/ Ministry of Commerce/ Ministry of Mines and Energy/ Ministry of Industry and Handicrafts/ Council for the Development of Cambodia/ Ministry of Women's Affairs / National Bank of Cambodia / Ministry of Labor and Vocational Training (*excluding lecturers of school and training center under MLVT) / Lecturer of National University

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

In National Strategic Development Plan Updated 2009-2013, "Private Sector Development and Employment Creation" is deemed as a key component. Particularly, private sector development through investment enticement, etc. has become an important issue, in the viewpoints of diversification of industries, and correction of fragile economic structure which is over-dependent on some industries such as agriculture, construction, tourism, and sewing business. Also, since the majority of local companies are small and tiny companies, improvement of access to funds and development of management skills are needed.

The Government of Cambodia aims to promote private sector development and industrial diversification by developing Special Economic Zone (SEZ) and enticing foreign direct investment. Development of hard infrastructure (e.g. roads, ports, railways, bridges, electricity, etc.) and soft infrastructure (e.g. legislation, development of institutions and organizations, improvement of procedures such as customs clearing and investment application, human resource development, etc.) which are essential to attract investments, has been proceeded rapidly by obtaining support from donors.

Under this circumstances, it is necessary to foster human resources those who can design development plans and policies, or who can properly examine and manage the plan and progress, draw up and carry out the operational and maintenance plans in order for development of private sector.

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

"Country Assistance Policy for Cambodia" (as of April 2012) puts "Steady and Sustainable Economic Growth and Balanced Development" as overall goal. In "Strengthening of the Basis for Economic Activities (Strengthening of the Private Sector)", which is one of three pillars of propriety, strengthening

the function of “Council for the Development of Cambodia”, who accepts the investment, is focused in order to promote trade and investment.

JDS program is expected to foster and develop capacity of human resources such as administrative officers and officials, who can plan / implement national development policies, macroeconomic policies, and private sector development policies (e.g. promotion of trade and investment, development of smaller businesses) so that Cambodia can maintain its economic growth through diversification of economic structure or development of industries with international competitiveness, in form of complementing JICA’s “Program for Improvement of Trade and Investment Environment”.

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched 368 fellows in total through the 1st to 16th batch. Among the 368 fellows, 317 obtained master’s degree (74 fellows are in the field of Private Sector Development) and returned to Cambodia (as of March 2017). Most of the returned fellows have returned to the original workplace for solving development issues.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

- Project on Capacity Development for Mining Administration in Cambodia
- Project for Institutional Capacity Development of CJCC for a Center of Development and Networking for Business Human Resources
- Project for Improving TVET Quality to Meet the Needs of Industries
- ASEAN University Network/Southeast Asia Engineering Education Development Network (SEED-NET) Project - Phase 3
- The Project for the Construction of Teacher Education Colleges

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 Cambodia.

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in policy formulation, planning and implementation in the field of private sector development.

2) Project purpose

To ensure that government officials, who are/ will be engaged in policy formulation, planning and implementation in the field of private sector development, improve their capability of policy making and implementation.

(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

Kobe University, Graduate School of International Cooperation Studies
3 fellows / year total 12 fellows / 4 years

(5) Activity (Example)

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Acquire basic knowledge required in the graduate school	<ul style="list-style-type: none">• JDS fellows have a pre-enrollment training to improve mathematical and statistical analysis capacity.• The university offers an individual guidance before entrance based on research proposal (research theme setting, data collection, etc.)• Approximately the supervisor closely contacts the fellow, and the faculty in charge of JDS visits the field and instructs data collection, literature survey etc. individually.
2) During study in Japan	
Obtain fundamental and applied knowledge of economics and analytical abilities for the various problems faced by developing countries	<ul style="list-style-type: none">• "Macroeconomics" and "Microeconomics" as basic courses of economics, and "Statistics," "Econometrics," and "Social Research Methods for Development" are provided. The university also offer "Mathematics for Social Sciences" as preparatory course for these basic subjects.• JDS candidates take subjects on macroeconomic policy and investment / trade policy such as "Public Finance," "Monetary Theory," "International Economics," "Economic Growth," etc. as applied subjects in economics.• The university offers "Economic Development Studies," "Development Management," "International Development Cooperation," "Human Capital Development," "Socio-economic Development Theory," etc. as subjects corresponding to the various challenges faced by developing countries.
Provide seminars for master's thesis preparation and English language improvement	<ul style="list-style-type: none">• The university offer "Academic writing" to strengthen the ability to write papers and "Mathematics for Social Science" for improvement for mathematical ability.• Proof reading and guidance by English instructors from English speaking countries is provided.• Tutor works in order to support for research life.
Obtain technical knowledge related to private sector development and learn concrete policy making skills	<ul style="list-style-type: none">• In special seminars, faculty members and JDS candidates compare and study examples similar to research subjects, and professors instruct JDS fellows to improve their abilities of policy proposals and analyzes on development issues, including presentation skills.• JDS fellows participate in lectures and seminars by experts from international organizations to deepen knowledge on fiscal and monetary policy, investment / trade policy, industrial policy, etc.

	<ul style="list-style-type: none"> Study tours to deepen the knowledge on "private sector development," visiting related companies / government agencies such as Toyota, Panasonic, Bank of Japan, Tokyo Stock Exchange, Tax College, etc.) are provided. JDS fellows conduct a field survey in the research area (National Institute of Statistics, Ministry of Economy and Finance, others)
3) After return	
Utilize of knowledge and achievement.	<ul style="list-style-type: none"> The university provide seminars and symposiums for follow-up after returning home and network collaboration.

(6)-1 Input 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 3 fellows x 4 years = 12 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, From the year 2021 (Until 2023) : 3 fellows

(7) Inputs from the Cambodia 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 Cambodia
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
- 4) Work Experience:
 - Currently employed in the Target Organizations as a full-time employee (Except contract staff)
 - Has at least 2 (two) years of work experience in the target organizations 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 obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Strengthening of Economic Basis
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 1-3

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Strengthening of Economic Basis
2. Component: Agriculture and Rural Development
3. Target Organization: Ministry of Agriculture, Forestry and Fisheries / Ministry of Water Resources and Meteorology / Ministry of Rural Development / Ministry of Environment / Lecturer of National Universities and Institutes (*faculty of agriculture or science, technology, engineering and mathematics (STEM) field only)

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

Agriculture, forestry and fisheries sector occupy the economically important place in Cambodia, which accounts for approximately 30% of GDP and 50% of the workforce. Agriculture, which can utilize the vast natural resources and manpower of the country, has the potential of domestic sales and export to the surrounding countries. Steady development of the agricultural sector is thus expected to lead the economy of Cambodia as a whole.

Although it is presumed that Cambodia has rich water resources, most of it comes from flood of the Mekong River, which means that usable amount of water is limited due to difficulty of control. A number of irrigation facilities were built in the late 1970s, during Pol Pot regime, but many of them are getting old after more than 30 years. Although the government of Cambodia puts irrigation system maintenance as a priority issue, only 30% of them have been put into action. Also, because the distribution system for agricultural products is not developed enough, unofficial imports and exports are widespread near the border with Vietnam and Thailand. Moreover, effective grouping of the farmers is less advanced. Thus their economic activities such as group purchases, joint sales, nor is collaborative shipping seldom conducted.

Under this circumstance, it is necessary to foster long-term human resources in order to plan and promote sustainable agriculture in Cambodia while corresponding global economic trends, especially those who can design and carry out policies and measurements for agricultural promotion, manage and develop water resource for agricultural economy and productivity improvement, and develop farming advancement skills.

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

"Country Assistance Policy for Cambodia" (as of April 2012) puts "Steady and Sustainable Economic Growth and Balanced Development" as overall goal. In "Strengthening of the Basis for Economic Activities (Agriculture and Rural Development)", which is one of three pillars of propriety, it is manifested that Japan supports improvement of the productivity and quality of rice as the Cambodia's main agricultural product, rehabilitation and development of irrigation facilities, improvement of irrigation skills and rice cultivation skills, in order to promote the farming industry and to uplift the livelihood of underprivileged farmers. Moreover, in the viewpoint of uplifting the livelihood of underprivileged farmers, improvement and diversification (e.g. introduction of aquafarming, livestock, vegetables or fruits) of farming is also indicated.

JDS project shall make a contribution to long-term human resource development for Cambodia to strive for sustainable agricultural promotion, corresponding the international economic trend at the same time. Particularly, it is expected to foster human resources capable of planning policy and measures for agricultural promotion, agricultural economy, management and development of water resource for better productivity, and farming improvement skills development.

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched 368 fellows in total through the 1st to 16th batch. Among the 368 fellows, 317 obtained master's degree (44 fellows are in the field of Agriculture and Rural Development) and returned to Cambodia (as of February 2017), Most of the returned fellows have returned to the original workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

- The Project for River Basin Water Resources Utilization in the Kingdom of Cambodia
- Project for Establishing Business Oriented Agricultural Cooperative Model
- Project for Improvement of Marine Aquaculture Seed Production Techniques

【Loan Aid (Yen Loan)】

- West Tonle Sap Irrigation and Drainage Rehabilitation and Improvement Project
- Southwest Phnom Penh Irrigation and Drainage Rehabilitation and Improvement Project

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in policy formulation, planning, and implementation in the field of agriculture and rural development.

2) Project purpose

To ensure that government officials, who are/will be engaged in policy formulation, planning and implementation in the field of agriculture and rural development, improve their capability of policy

making and implementation.

(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

Tokyo University of Agriculture and Technology, Graduate School of Agriculture
2 fellows/year total 8 fellows/4 years

(5) Activity (Example)

Tokyo University of Agriculture and Technology, Graduate School of Agriculture

Target	Contents/Programs to achieve target
1) During study in Japan	
Acquire the practical abilities to cope with and solve the various problems about agricultural/rural development	<ul style="list-style-type: none">• To understand various subjects thought Special Field Studies such as agricultural, forestry, and environmental sciences, farm economics and management, and international/rural development and cooperation.• To attain the ability of policy planning through a series of General Study Lectures such as rural development and international agricultural technology, and practical trainings and exercises, such as Communication Exercise, Field Study, and Thematic Exercise.
Obtain the abilities to offer efficient solutions for agricultural/rural development policies	<ul style="list-style-type: none">• Through exercise regarding thesis and sub-course practice, JDS fellows can improve communication ability with stakeholders regarding water resources development, agricultural improvement, and rural development planning.
Brush up their practical abilities of planning and decision making in carrying out agricultural/rural development projects	<ul style="list-style-type: none">• Under Special Program, Subjective Exercise, Farm Visits in Fujieda, Practical Exercise for International Environmental and Agricultural Research and Field Training in Tsukuba, JDS fellows learn a means of survey, and the way to understand and solve issues.• In Special Seminar/Intensive Course, JDS fellows learn about latest findings of agricultural and rural development studies from invited lecturers and have discussions with them.
2) After return	
Utilization of research results.	<ul style="list-style-type: none">• After graduation, the program holds communication and the staff can consult with graduated students on agricultural technology and rural planning.

(6)-1 Input 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 2018 (Until 2020) : 2 fellows, From the year 2019 (Until 2021) : 2 fellows

From the year 2020 (Until 2022) : 2 fellows, From the year 2021 (Until 2023) : 2 fellows

(7) Inputs from the Cambodia 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 Cambodia
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
- 4) Work Experience:
 - Currently employed in the Target Organizations as a full-time employee (Except contract staff)
 - Has at least 2 (two) years of work experience in the target organizations 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 obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Enhancement of Social Development
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 2-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Enhancement of Social Development
2. Component: Improvement of Education Quality
3. Target Organization: Ministry of Education, Youth and Sport (*excluding teachers of primary, secondary and upper secondary schools)/ National Institute of Education (NIE) / Provincial Teacher Training Center (PTTC) (*trainers only)/ Regional Teacher Training Center (RTTC)(*trainers only)/ Lecturer of National Universities and Institutes (faculty of science, technology, engineering and mathematics (STEM) field only)

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

Following the National Strategic Development Plan (NSDP) 2014-2018, Cambodian government has drawn up an Education Strategic Plan (ESP) 2014-2018 set out to secure human resources which is necessary to achieve the goal to push up Cambodia to become an upper middle income country before 2030. In ESP, teachers are positioned as a significant component which may influence the quality of education. Based on such idea, Teacher Policy Action Plan (TPAP), engaged to comprehensive education reform, was announced in 2015, showing practical action plans up to 2020. In addition, Industrial Development Policy (IDP) 2015-2025 announced in August 2015 says that diversification of industry and creation / development of high-value-added industry with international competitiveness are significant in order to sustain economic growth, pointing out necessity of industrial human resource development who bear it.

In such situation, the Ministry of Education Youth and Sport (MoEYS) of Cambodia pushes forward with education reform aiming for industrial human resource development and conducts extensive reform in each subsectors of elementary education, secondary education, higher education, and technical education. Regarding elementary / secondary education reform in particular, MoEYS puts it a major policy that all teachers obtain bachelor's degree. For this, MoEYS set a goal of shifting teacher-training course towards a Teacher Education College (TEC) by 2020, and address the urgent issue of shifting all teachers' qualification to Bachelor's degree or higher.

To cope with this situation, it is necessary to foster human resources who can design and carry out policies to improve the education quality.

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

Japan assists the education sector in Cambodia in line with the "Education Strategic Plan 2014-2018". In order to develop theoretical and critical thinking of students as well as to nurture human resources able to support Cambodian national development from a long term viewpoint, Japan mainly supports the improvement of the quality of the elementary and lower secondary teachers' training in the field of science and mathematics education in which Japan has extensive knowledge and experiences.

It is necessary that JDS program foster human resources who is capable of planning and implementing policies which especially promote reforms of elementary / secondary education, in the form of complementing JICA's "Program for Improving Quality of Science and Mathematics Education" and "Program for Human Resource Development for Industry".

The JDS project in Cambodia started dispatching the fellows to Japan in the year of 2001 and dispatched 368 fellows in total through the 1st to 16th batch. Among the 368 fellows, 317 obtained master's degree (32 fellows are in the field of Education) and returned to Cambodia (as of March 2017), Most of the returned fellows have returned to the original workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Grant Aid】

- Project for Human Resource Development Scholarship (JDS)

【Technical Cooperation】

- The Project for Establishing Foundation for Teacher Education College (E-TEC)
- Project for Improving TVET Quality to Meet the Needs of Industries

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 Cambodia.

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in policy formulation, planning and implementation in the field of improvement of education quality.

2) Project purpose

To ensure that government officials, who are/ will be engaged in policy formulation, planning and implementation in the field of improvement of education quality, enhance their capability of policy making and implementation.

(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

Hiroshima University, Graduate School for International Development and Cooperation
 4 fellows / year total 16 fellows / 4 years

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

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"> The professor who is close to the prospective students will conduct the pre-visit teaching.
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 fellows take lectures on development research skills. JDS fellows take basic subjects to enhance the level of understanding on educational development.
To foster English skills, the policy planning ability and problem-solving skills through developing a master's thesis.	<ul style="list-style-type: none"> JDS fellows write a master's thesis related supervisor's specialty. Through studying related to the practical research after returning home, professors can easily instruct JDS fellows after graduation and generate synergy effects between teaching and actual joint projects after graduation. The university provides academic writing course and special course to enhance the English writing skills. ESL teacher will also teach the fellows writing during the study. JDS fellows will participate in academic conferences.
To understand educational issues comprehensively by cooperating with neighboring countries and understanding of their educational issues.	<ul style="list-style-type: none"> Under special program, the university offers a joint seminar on educational development for CLM (Cambodia, Laos, and Myanmar). JDS fellows attend the academic meeting in CLM countries to establish academic relationship.
3) After return	
To conduct a follow up education after the graduation.	<ul style="list-style-type: none"> A few professor will visit Cambodia to hold the academic meeting as a follow-up activities.

(6)-1 Input 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 4 fellows × 4 years = 16 fellows

From the year 2018 (Until 2020) : 4 fellows, From the year 2019 (Until 2021) : 4 fellows

From the year 2020 (Until 2022) : 4 fellows, From the year 2021 (Until 2023) : 4 fellows

(7) Inputs from the Cambodia 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 Cambodia

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

3) Academic Background:

- Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries

4) Work Experience:

- Currently employed in the Target Organizations as a full-time employee (Except contract staff)
- Has at least 2 (two) years of work experience in the target organizations 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 obtained a master's or higher degree overseas under the support of foreign scholarship.

- Military personnel registered on the active list or person on alternative military service.

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: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Enhancement of Social Development
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sport, Council for Development of Cambodia,
Ministry of Foreign Affairs and International Cooperation, Ministry of Public
Function,
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 2-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Enhancement of Social Development
2. Component: Health System Strengthening
3. Target Organization:
Ministry of Health / Provincial Department of Health / Provincial hospitals (*management staff only) /
Ministry of Rural Development / National Social Security Fund / National University of Health
Science (*lecturers only)

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

In addition to continuous effort on turnaround of healthcare system by the government since the end of conflict in 1991, thanks to the impact of economic growth and aid from donor countries, Cambodia's basic index on maternal and child health is making remarkable improvement recently. However, issues such as shortage / insufficient quality of healthcare personnel, malnutrition especially in the rural areas, or poor access to medical services still remain and thus more improvement is needed compared to the surrounding countries. Moreover, in view of achieving Universal Health Coverage (UHC) advocated in the Sustainable Development Goals (SDGs), enhancement of medical security system turns out to be the urgent issue for Cambodia.

Under this circumstances, it is necessary to foster human resources those who can design development plans and policies, or who can properly examine and manage the plan and progress, draw up and carry out the operational and maintenance plans in order for health system strengthening.

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

Japan has been supporting maternal and child health care in Cambodia and it is reported that both child and maternal mortality rates have been improved in recent years. However, as both mortality rates remain relatively high compared with the figures of neighboring countries, Japan continues to support the health sector focusing on maternal and child health care with the consideration of strengthening health care system. Japan also contributes to achieving health related MDGs.

JDS program needs to foster human resources capable of improving maternal and child health including regional healthcare and nutritional improvement, and planning / implementing healthcare policies in form of complementing JICA's "Program for Strengthening Health System".

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched 368 fellows in total through the 1st to 16th batch. Among the 368 fellows, 317 obtained master's degree

(14 fellows are in the field of Health System Strengthening) and returned to Cambodia (as of February 2017), Most of the returned fellows have returned to the original workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

- The Project for Improving Reproductive, Maternal and Newborn Health Service at Provincial Hospitals

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 Cambodia.

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in policy formulation, planning and implementation in the field of strengthening of health system.

2) Project purpose

To ensure that government officials, who are/ will be engaged in policy formulation, planning and implementation in the field of in the field of strengthening of health system, improve their capability of policy making and implementation.

(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

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

(5) Activity (Example)

Nagasaki University, Graduate School of Tropical Medicine and Global Health

Target	Contents/ Programs to achieve target
1) During study in Japan	
To gain basis and applied knowledge on public health service improvement.	• JDS fellows 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

	<p>from Advanced Module such as Health Policies and Management Module.</p> <ul style="list-style-type: none"> 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 develop their management and evaluation competencies in health policies.	<ul style="list-style-type: none"> Faculty conducts oversea practical trainings (short-term field training) to learn health system practically and comprehensively. 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, Nagasaki University provides practical curriculums that applicable to the real practices.
To improve basic ability required to write a master's thesis.	<ul style="list-style-type: none"> JDS fellows are offered Supplementary language classes by native English speakers to improve basic English proficiency. JDS fellows 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.
2) After return	
To implement and develop effectively of the knowledge and the technology acquired during stay in Japan.	<ul style="list-style-type: none"> Nagasaki University maintains a network with the graduates as partners. JDS fellows and staff whose research field expertise in Cambodia will cooperate as counterparts while implementing policies and research and strengthen the network in the future.

(6)-1 Input 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 2018 (Until 2020) : 2 fellows, From the year 2019 (Until 2021) : 2 fellows
From the year 2020 (Until 2022) : 2 fellows, From the year 2021 (Until 2023) : 2 fellows

(7) Inputs from the Cambodia 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 Cambodia
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
- 4) Work Experience:
 - Currently employed in the Target Organizations as a full-time employee (Except contract staff)
 - Has at least 2 (two) years of work experience in the target organizations 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 obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Enhancement of Governance
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 3-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Enhancement of Governance
2. Component: Improvement of Administrative Functions
3. Target Organization: Ministry of Interior(*including Sub-National Administrations) / Ministry of Civil Service / Ministry of Economy and Finance / Office of the Council of Ministers/ Ministry of Women's Affairs/ Ministry of Planning /Council for the Development of Cambodia

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

In the “Rectangular Strategy” set by the Cambodian government, good governance stands as the basis of all other developments. With such situation, the government of Cambodia promotes reform in the field of anti-corruption, legislation and judicial reform, public finance administration reform, and administrative reform (including decentralization of power and services). However, Cambodia lacks human resources who plan and operate law, policies and institution. This remains as a big wall and risk for the development and establishment of all reformations.

With this situation, it is necessary to foster human resources who have basic knowledge about the public-policy research on demarcation of central and local government roles which normally requires long research period, finance and human resources management of local government, the statistical analysis in social economy, policy making to narrow the development gap.

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

“Country Assistance Policy for Cambodia” (as of April 2012) puts “Steady and Sustainable Economic Growth and Balanced Development” as overall goal. In “Strengthening of Governance”, which is one of three pillars of propriety, it is manifested that Japan supports public financial management and the policy making, system improvement and human resource development in the fields of national tax and customs in order to improve transparency of public finance, strengthen capacity of tax collection and promote measures for regional integration through programs of legislation / administrative function and public finance administration.

In the field of “Enhancement of Governance (Improvement of Administrative Functions)” of JDS program, it is expected to foster human resources with basic knowledge of decentralization-related public policy research which is deemed to require long-term study, local finance and administrations / human resources management, statistical analysis of social economy, or social policy making towards disparity reduction, in the form of complementing JICA's “Program for Legal and Judicial Reform and

Improving Function of the Public Administration” and “Program for Public Financial Management”.

The JDS project in Cambodia started dispatching the fellows to Japan in the year of 2001 and dispatched 368 fellows in total through the 1st to 16th batch. Among the 368 fellows, 317 obtained master's degree (31 fellows are in the field of Improvement of Administrative Functions) and returned to Cambodia (as of March 2017). Most of the returned fellows have returned to the original workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

- Project for Capacity Development of General Department of Taxation (GDT) under the Framework of PFM Reform (Phase 2)
- Advisor on Customs Policy and Administration
- Project for Capacity Development on Training Management for Strengthening Sub-National Administrations
- Project on Promoting Women's Economic Empowerment
- Advisor on Election Reform

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 Cambodia.

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in policy formulation, planning and implementation in the field of improvement of administrative functions.

2) Project purpose

To ensure that government officials, who are/ will be engaged in policy formulation, planning and implementation in the field of improvement of administrative functions, enhance their capability of policy making and implementation.

(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

Meiji University, Graduate School of Governance Studies
2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)

Meiji University, Graduate School of Governance Studies

Target	Contents/ Programs to achieve target
1) During study in Japan	
To study issues of governance based on case analyses of economic development, political and administrative reforms, and related areas in Japan and other countries while refining the approach of various specialized disciplines to global issues	<ul style="list-style-type: none">The university offers three program areas in which JDS candidates enroll in courses that are most relevant to their research interests.<ol style="list-style-type: none">1) Public Policy2) International Development Policy3) Community Planning and Management
To obtain knowledge of local and global issues, and enhance policy formulation and implementation skills to tackle with those issues effectively	<ul style="list-style-type: none">Fellows take special lectures by distinguished scholars and professionals from within Japan and overseas.Fellows participate in joint multi-lingual (English and Japanese) courses for fostering exchange between Japanese and international students, as well as fieldwork (site visits) opportunities for visiting various fields of practice in Japan.Fellows participate in various field studies to provide practical insight into Japanese public policy formulation and implementation.
To improve basic ability required to write a master's thesis.	<ul style="list-style-type: none">Fellows take lectures for supporting thesis writing that combines special lectures and personalized sessions for instructions including academic editing and proofreading.Fellows are strongly recommended to take courses on social research methods and academic writing skills.
2) After return	
To implement and develop effectively of the knowledge and the technology acquired during stay in Japan.	<ul style="list-style-type: none">Networking opportunities for the school's international alumni, including "follow-up seminars" in multiple countries will be conducted.

(6)-1 Input 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 3 fellows × 4 years = 12 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, From the year 2021 (Until 2023) : 3 fellows

(7) Inputs from the Cambodia 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 Cambodia
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
- 4) Work Experience:
 - Currently employed in the Target Organizations as a full-time employee (Except contract staff)
 - Has at least 2 (two) years of work experience in the target organizations 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 obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Enhancement of Governance
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 3-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Enhancement of Governance
2. Component: Legal and Judicial Development
3. Target Organization: Ministry of Justice (including respective courts) / Royal Academy for Judicial Professions (including judges and prosecutors) / Ministry of Land Management, Urban Planning, and Construction/ Office of the Council of Ministers /Ministry of Foreign Affairs and International Cooperation/ Royal University of Law and Economics (including the lecturers)

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

In the “Rectangular Strategy” set by the Cambodian government, good governance stands as the basis of all other developments. With such situation, the government of Cambodia promotes reform in the field of anti-corruption, legislation and judicial reform, public finance administration reform, and administrative reform (including decentralization of power and services). However, Cambodia is in short of human resources who plan and operate law, policies or institutions. This remains as a big wall and risk for the development and establishment of all reformations.

In such situation, it is necessary to foster such human resources as policymakers and policy users who can boost up the judicial reform of the Royal Government of Cambodia which aims to resolve loopholes of law, shortage of human resource, access limitation to the court from the average citizen, weak effectiveness of judgment, and corruption in law.

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

“Country Assistance Policy for Cambodia” (as of April 2012) puts “Steady and Sustainable Economic Growth and Balanced Development” as overall goal. In “Strengthening of Governance”, which is one of three pillars of propriety, it is manifested that Japan shall support the development of related laws and regulations and strengthening capacity of personnel engaged in judicial activities in order to facilitate the dissemination and appropriate use of the Civil Code and the Civil Procedure Code of which Japan assisted the drafting.

In the field of “Enhancement of Governance” of JDS Project, it is expected to widely foster human resources such as policymakers / officials that boost judicial reform of Cambodian government who strive to solve matters of legal defectiveness, lack of human resources, citizen’s limited access to the court, weak effectiveness of judgment, and anti-corruption of legal professions, etc., in the form of complementing JICA’s “Program for Legal and Judicial Reform and Improving Function of the Public Administration”.

The JDS project in Cambodia started dispatching the fellows to Japan in the year of 2001 and dispatched 368 fellows in total through the 1st to 16th batch. Among the 368 fellows, 317 obtained master's degree (46 fellows are in the field of Legal and Judicial Development) and returned to Cambodia (as of March 2017). Most of the returned fellows have returned to the original workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

Legal and Judicial Development Project (Phase V)

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 Cambodia.

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in policy formulation, planning and implementation in the field of legal and judicial development.

2) Project purpose

To ensure that government officials, who are/ will be engaged in policy formulation, planning and implementation in the field of legal and judicial development, improve their capability of policy making and implementation.

(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

Nagoya University, Graduate School of Law

2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)

Nagoya University, Graduate School of Law

Target	Contents/ Programs to achieve target
1) During study in Japan	
To acquire basis and practical knowledge	<ul style="list-style-type: none"> JDS fellows take core subjects such as fundamental legal theory, and foundational courses which include Japanese Civil Code, Japanese Civil Procedure Code, and the Japanese Political System.

	<ul style="list-style-type: none"> • Classes take the form of seminars centering on discussions between students and teachers. Through those classes, JDS fellows will learn legal system of various countries including Japan and develop viewpoint of comparative law. • To supplement supervision by the main supervisor and the core curriculum, special lectures and workshops are provided as part of the JDS special program. These special lectures are given by distinguished scholars and legal experts from within Japan and overseas in the areas related to the JDS fellows' selected topics.
To gain English proficiency and skills for postgraduate thesis writing	<ul style="list-style-type: none"> • JDS fellows receive individual and specialized regular tutorials from their main, and sub-advisors to assist with their research. • Nagoya University offers group and staged guidance through the Academic Writing (AW) courses given by three professors including two native English speakers. • Books and materials in the specialized fields chosen by JDS fellows are provided • JDS fellows are sent to international conferences or encouraged to conduct interviews at in their home country, in Japan, or in a third country, under the guidance of their supervisors if it is deemed necessary for their research.
To obtain practical and applied capability	<ul style="list-style-type: none"> • JDS fellows take courses offered by practicing Japanese lawyers that are affiliated with the Aichi Bar Association. Basic lectures related to the Japanese judicial system and procedure laws, practice in moot trials and visits to judicial institutions through the recommendation of supervisors. • Study trips are offered to provide opportunities to learn about Japan's judicial system, society, culture, history and natural environment. JDS candidate see how law is implemented in Japan's society, and how the legal and judicial systems have played important roles in Japan's economic development. • Internships at the legal departments of major corporations or in law offices are offered to provide an opportunity for JDS fellows.

(6)-1 Input 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 2018 (Until 2020) : 2 fellows, From the year 2019 (Until 2021) : 2 fellows

From the year 2020 (Until 2022) : 2 fellows, From the year 2021 (Until 2023) : 2 fellows

(7) Inputs from the Cambodia 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 Cambodia

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

3) Academic Background:

- Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries

4) Work Experience:

- Currently employed in the Target Organizations as a full-time employee (Except contract staff)
- Has at least 2 (two) years of work experience in the target organizations 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 obtained a master's or higher degree overseas under the support of foreign scholarship.

- Military personnel registered on the active list or person on alternative military service.

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: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Enhancement of Governance
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 3-3

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Enhancement of Governance
2. Component: Building of International Relations
3. Target Organization: Ministry of Foreign Affairs and International Cooperation / Office of the Council of Ministers / Council for the Development of Cambodia / Ministry of Economy and Finance / Ministry of Commerce / Ministry of Agriculture Forestry and Fisheries / Ministry of Environment . Ministry of Civil Service / Lecturers of National Universities and Institutes

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

In the “Rectangular Strategy” set by the Cambodian government, good governance stands as the basis of all other developments. With such situation, the government of Cambodia promotes reform in the field of anti-corruption, legislation and judicial reform, public finance administration reform, and administrative reform (including decentralization of power and services). However, Cambodia is in short of human resources who plan and operate law, policies and institution.

it is expected to foster human resources capable of planning / implementing diplomatic policies or framework to address geographical, regional, and international issues of Cambodia, who is on the way to integrating to regional and international social economy after becoming a member of ASEAN and WTO, in the shape of contributing to its development constructing a favorable relationship with countries concerned and responding the changing international situation at the same time.

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

“Country Assistance Policy for Cambodia” (as of April 2012) puts “Steady and Sustainable Economic Growth and Balanced Development” as overall goal. Japan shall assist the Cambodian Government to achieve its development goals described in the “Rectangular Strategy”, to promote ASEAN integration, to strengthen ASEAN connectivity, to narrow the development gap in the region and to ensure human security and environmental sustainability. Based on this policy, three pillars of propriety are set for its assistance; “Strengthening of the Basis for Economic Activities”, “Promotion of Social Development” and “Strengthening of Governance”.

In the field of “Strengthening of the Basis for Economic Activities (Development of Economic Infrastructure)”, it is manifested to address development of roads, ports, stable electricity supply system, ICT infrastructure, and logistical systems, taking account of correspondence to regional integration and private investment, and in the field of “Strengthening of Governance”, it is manifested to support public

financial management and policy-making, system improvement and human resource development in the fields of national tax and customs, in order to promote measures for regional integration.

In the field of “Strengthening of the Basis for Economic Activities (Agriculture and Rural Development)”, it is also manifested to pay attention to countermeasures on transboundary animal diseases.

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2000 and dispatched 368 fellows in total through the 1st to 16th batch. Among the 368 fellows, 317 obtained master’s degree (Among the 316 fellows, 50 are in the field of Building of International Relations) and returned to Cambodia (as of March 2017), Most of the returned fellows have returned to the original workplace for solving development issues they face.

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 Cambodia.

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in policy formulation, planning and implementation in the field of building of international relations.

2) Project purpose

To ensure that government officials, who are/ will be engaged in policy formulation, planning and implementation in the field of building of international relations, improve their capability of policy making and implementation.

(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

Ritsumeikan University, Graduate School of International Relations
2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)

Ritsumeikan University, Graduate School of International Relations

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To work for the necessary preparations to write a thesis	• Academic supervisors are assigned. Supervisors then recommend texts, and ask to submit reports, in an effort to promote self-study. In addition, advice is given in

	order for JDS fellows to develop a more concrete research plan.
2) During study in Japan	
To gain basic and applied knowledge on building of international relations	<ul style="list-style-type: none"> • Core courses include courses focused on the basic theories of development strategy and global governance, such as international relations theory and international organization theory. • JDS fellows learn an international political theory, the foreign policy of Japan and other Asian countries, and international law and organizational theory. • Through practical lectures from diplomats, JICA guest lecturers, and former international organization employees and “Project Cycle Management (PCM) training”, practical public policy planning skills are nurtured.
To gain English proficiency and skills for postgraduate thesis writing	<ul style="list-style-type: none"> • The university offers Academic Writing and special instruction support for English language thesis writing. • JDS fellows take advanced Seminar. They receive detailed instruction on research design, methodology, and other topics from their supervisors. • JDS fellows present reports periodically to their secondary supervisors, allowing them to regularly improve their thesis writing and presentation skills.
To deepen the understandings among ASEAN member countries, as well as with Japan, and the building of an international network with fellow students for the future	<ul style="list-style-type: none"> • JDS fellows take “Professional Training” course to learn the roles the public and private sectors played in Japan’s economic growth. • Through interactive education of ASEAN and other international students and Japanese students together, JDS fellows develop a meaningful network of students to assist in the future strengthening of connectivity within ASEAN, and ties with Japan. • The university plans to invite JDS fellows under the same component from other universities to hold a meet and greet where they would be able to share their research.
3) After return	
To update specialized knowledge learned during study abroad	<ul style="list-style-type: none"> • To plan to provide opportunities to receive follow-up from professors (seminars on specific themes, workshops, etc.). This would also provide an opportunity to network among the returned fellows and also spread knowledge to institutions in the JDS fellows’ home countries.

(6)-1 Input 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
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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.)

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- Has at least 2 (two) years of work experience in the target organizations at the time of application.

5) Others

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- Must be mentally and physically in good health.

- A person falls under the following items is not eligible to apply:

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- Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.

- Military personnel registered on the active list or person on alternative military service.

対象機関の補足調査結果/Summary of the Result of Survey on Target Organizations

Personnel System of the organizations										
No.	Organization	Capacity development for officers	Database of overseas study officers	Regular job rotation	If No regular rotation, how do the officers can change their department / section?	Right position is considered for overseas study officer?	If "YES", how is it considered? If "NO", why?	What are main 3 promotion factors of officers?		
1	Siem Reap Water Supply Authority	-Workshop/seminary, training supported by government and development partners. - Short term and long term training at abroad. -Master degree is require for management level.	"YES"	"NO"	Staff qualification and skill is limited. It may affect to the current work progress.	"YES"	Educational background, experiences, professional skills and expertise to the work requirement are considered for the officer's allocation.	Seniority	Recommendation by direct supervisor	Others (performance and Evaluation)
2	National Institute of Post and Telecommunication & ICT	- Short term training program in abroad with our cooperation partners - Workshop with private sector and development partner.	"NO"	"YES"		"YES"		Seniority	Recommendation by direct supervisor	Academic background higher than master level.
3	Ministry of Labour and Vocational Training	-Collaboration with INGO such ILO and international institution such Korea HRD/ GIFTS to conduct capacity building locally and internationally.	"YES"	"YES"		"YES"	They will be provided with options in which the officer can decide what/which option they can contribute most of their knowledge.	Seniority	Recommendation by direct supervisor	Academic background higher than master level.
4	Ministry of Environment	-Short term training at Royal School of Administration and Workshop with development partners.	"YES"	"NO"	- The officer have to find vacant position by themselves in the section and changing the job needs to be approved by management and this is to make sure the balance of staff in each department.	"YES"	Director identify experiences / knowledge of graduated officers, then officers may be placed on new post which they want if their experiences and knowledge fit the new department	Seniority	Recommendation by direct supervisor	Academic background higher than master level.
5	Ministry of Commerce	- Short term training course/ workshop in local and international. - Long term training in developed Countries.	"YES"	"NO"	The officer can change their working section if they wish to move based on their expertise and knowledge.	"YES"	In case the officials wish to move, they go to negotiate with the department which they will go.	Seniority	Recommendation by direct supervisor	Academic background higher than master level.
6	PHNOM PENH Capital Hall	-Organize training, Seminars and Workshop. - Through Short term and long term training in abroad such as Japan, Korea and Singapore. -Self-study are encouraged	"YES"	"NO"	By volunteer, if the officers want to move to other department, they need to get an approval from a governor. Sometime, Management appoints to a certain position.	"YES"	By approval from a governor, occasionally, we have allocated officers who studied abroad to proper place (Considering Academic background)	Seniority	Recommendation by direct supervisor	English ability and Other (Hierarchy Range)

Personnel System of the organizations										
No.	Organization	Capacity development for officers	Database of overseas study officers	Regular job rotation	If No regular rotation, how do the officers can change their department / section?	Right position is considered for overseas study officer?	If "YES", how is it considered? If "NO", why?	What are main 3 promotion factors of officers?		
7	Electricity of Cambodia (EDC)	Short term training, Scholarship to ASEAN Countries by EDC, CHMC Scholarship.	"YES"	"NO"	The officer have to find a position by themselves.	"YES"	The officers ask for approval from managing director and only if the department they wish to move in approved.	Recommendation by direct supervisor		
8	Ministry of Industry and Handicraft	- Short term training at Royal School of Administration (Own budget) / Workshops (by Donors) - Short term training at Japan on Later Measurement, in Thailand on Fuel Dispenser and other countries and base on PTB plan we have other training which relevance to Legal Metrology Sector.	"YES"	"NO"	The officers have two chances (First, they have to find a vacant position which is compatible with their experience or skill and also their major or background and Second they are promoted by our Ministry base on their capacity) to move their department.	"YES"	The officers make a connection and negotiate with the section / department they wish to move by themselves. Actually, our Ministry usually encourage our officers to study abroad to build up their capacity as well as our organization capacity and we usually look for school ship to inform them or they can find themselves.	Seniority	Academic Background higher than Master Level	English Ability
9	Ministry of Rural Development	Short term training	"YES"	"NO"		"YES"				
10	Ministry of Agriculture, Forestry and Fisheries	- Official training in country by donors' budget and governmental budget - Workshop is the same above - Official training at oversea country by donors only	"YES"	"YES"		"YES"	In principle, after graduate the ministry will approve to increase level, rank, and position of each officers in during they have worked.	Recommendation by a direct supervisor	Academic Background higher than Master Level	Other (Ethics, Hard working...)
11	Ministry of Justice	- We did atRoyal School of Administration. - Training Program by development partners - Joining international training/ workshop, seminars by invitation	"YES"	"NO"	They can ask their superior for change any office they like.	"YES"	There are two options to do: 1. They can ask their superiors for change the office or going to any office. 2. Superiors see the potential of the officials and assign to the offices according to the major they did in the school.	Seniority	Recommendation by a direct supervisor	High Score of promotion exam Academic background higher than Master Level English ability
12	Ministry Of Interior	Short term training (own budget) and study tour/ workshop (by donors)	"NO"	"NO"	The officers have to request to the head of department by their own request or recommendation by director or supervisor.	"YES"	The officers make a connection and negotiate with the section/department they wish to move by themselves or recommendation by director supervisor.	Seniority	Recommendation by a direct supervisor	Academic background higher than Master level

Personnel System of the organizations											
No.	Organization	Capacity development for officers	Database of overseas study officers	Regular job rotation	If No regular rotation, how do the officers can change their department / section?	Right position is considered for overseas study officer?	If "YES", how is it considered? If "NO", why?	Seniority	Recommendation by a direct supervisor	Academic background higher than Master level	What are main 3 promotion factors of officers?
13	Secretariat of National Committee for Sub-National Democratic Development (NCDDDS)	Short term training, Workshops, meetings, coaching, discussions, study tours, sending staff to study overseas both short and long term.	"YES"	"NO"	The officer has to request for changing their section/division with appropriated reasons to the management of organization.	"YES"	The management of organization assigns officers to work for divisions/department which is suitable to their skills and academic major				
14	Ministry of Foreign Affairs and International Cooperation	- To set up the courses to strengthen officials' capacity. - To send the officials to attend both overseas and domestic training courses and workshops.	"YES"	"NO"	- The officials are transferred by Ministry's needs and their educational background. - The officials can make request to leaders for changing department by raising up possible reasons.	"YES"	The ministry allocates officers studied abroad based on their major of degree, capacity and language.	Recommendation by a direct supervisor	Academic Background higher than Master Level	Other (working Experience)	
15	Senate of the Kingdom of Cambodia	- Short term training at Royal School of Administration, - Short term training in the institution (own budget/by donors) - Workshops (by donors) - Long-term training by scholarship at some universities (Local and Abroad)	"YES"	"NO"	The officers have to find a vacant position by themselves in the section/department they wish to move and seek approval from both directors first.	"YES"	The Secretariat General will take their academic background into consideration and allocate them to a proper position as well as their own wish.	Seniority	Academic Background higher than Master Level	English Ability	
16	Ministry of Civil Service	- Short term and long term training Courses at RSA for middle and Senior Managers - Short term and long term training Courses oversea - Seminars/ meetings at national and international level - on the job training	"NO"	"NO"	- The officers have to find a vacant position by themselves and he/she has to get permission from both sectors/ departments and approval from MCS then he/she can move. - Or they have to apply for new vacant position by going through examination similar to new recruitment; beneficially, seniority is carried with.	"YES"	After officers come back from study abroad, they have to work in the same department and he/she can move to proper department upon his /her request or he/she can be reallocated by their supervisor to other place based on their new knowledge and ability	Seniority	Recommendation by a direct supervisor	- Academic background higher than master level - English ability	
17	Anti-Corruption Unit	Short-term training courses, both inside and outside country.	"YES"	"NO"	It is under the study by the ACU (for the initial stage, it may be considered from the level of director and deputy director of department).	"YES"	The Department of Personnel and Training review qualification and propose to the President of ACU for approval.	Seniority	High score of promotion exam	Academic background higher than Master Level	

Personnel System of the organizations										
No.	Organization	Capacity development for officers	Database of overseas study officers	Regular job rotation	If No regular rotation, how do the officers can change their department / section?	Right position is considered for overseas study officer?	If "YES", how is it considered? If "NO", why?	What are main 3 promotion factors of officers?		
18	Ministry of Posts and Telecommunications	- Short term training at Royal School of Administration - Short term training at National Institute of Posts Telecom and ICT under MPTC and other courses domestically - Short term training, workshop, forum at oversea base on the own budget as well as International Cooperation.	"YES"	"NO"	The officers have to find a vacant position by themselves in the section / department they wish to move and then they have to ask permission from the top.	"YES"	The officers make a connection and negotiate with the section / department they wish to move by themselves. Sometimes the top will nominate the officers the section to apply the skills and sometimes depend on the officers themselves.	Seniority	Recommendation by a direct supervisor	- High Score of promotion exam - Academic background higher than Master level - English ability - Connections
19	Ministry of Women's Affairs	- One year training at Royal School of Administration (national budget) - Overseas Workshops (by Donors) - Overseas short term trainings (by Indian Government, Korea Government, Thai Government)	"YES"	"NO"	The officers can request to change their working section if they have the required skills.	"YES"	When there is a vacant post, we take into consideration for promotion the active officers who studied abroad.	Seniority	Recommendation by a direct supervisor	- Academic background higher than Master level - English ability
20	Phnom Penh Water Supply Authority	- Internal capacity building provided to all officer through the training course conducted and refresher training related the staffs' position, role and responsibilities and technical task. - External short term training course for staff as needed/recommended by line managers (PPWSA's budget) - Workshops conducted/invaded by donors/partners.	"YES"	"YES"		"YES"	PPWSA management team will consider and allocate the officers studied abroad to a proper position/section/ department taking their academic background. However, the consideration is sometime delayed depended on the annual opening jobs/positions within institution. Example, in this year there is no opening job /position related to the officer whom just finished studied oversea but if next year has the officer will automatically be offered those job/position.	Seniority	Recommendation by a direct supervisor	Academic background higher than Master Level
21	The Ministry of Tourism	- Oversea training - Training workshops	"YES"	"NO"	If existence, officers request for approval	"YES"	It will be considered to the right academic background and department	Seniority	Recommendation by a direct supervisor	High score of promotion exam
22	Ministry of Economy and Finance	On the job training	"YES"	"YES"		"YES"	By identifying officers' skills and knowledge to match the real need of each department			

Personnel System of the organizations										
No.	Organization	Capacity development for officers	Database of overseas study officers	Regular job rotation	If No regular rotation, how do the officers can change their department / section?	Right position is considered for overseas study officer?	If "YES", how is it considered? If "NO", why?	What are main 3 promotion factors of officers?		
23	National Bank of Cambodia	We have in-house training program, and oversea collaboration program with IMF, SEACEN and other development partners. Most master programs are under scholarship sponsorship.	"YES"	"NO"	No. But our best practice is that we offer an opportunity for those who obtain scholarship abroad. When their study records are excellent, new job demands and they are willing to change their jobs then our management consulting with the HR department together with the candidates in order to rotate to the right field or background. We conduct job rotation occasionally with great scholars who have developed their capacity through Master or PhD oversea study.	"YES"	Yes. Staff members who obtained scholarship to study oversea must write a report and present their learning results and thesis to the managements. During the presentation, the managements ask questions and check their obtained skills. If the job demand in any departments then the candidates can be asked to rotate to this new job that relevant to the study background and potential.	Seniority	Recommendation by a direct supervisor	Academic background higher than Master Level
24	Council for the Development of Cambodia (CDC)	- Staff seminar, - Inbound short-term trainings-south-south cooperation, - Outbound short-term trainings-south-south - Cooperation and developed partners funded program, - Inbound seminars, Outbound seminars	"YES"	"NO"	The change of their working section/department is conducted based on nomination and demand of each section as well as the review of each individual talents and skills	"NO"	Based on the skills obtained from studying abroad, the management team will review the connection of major', skills and country of study with the position assigned.	Seniority	Recommendation by a direct supervisor	Academic background higher than Master Level
25	Sihanoukville Autonomous Port	- Short term training at the Royal School of Administration by PAS's own budget. - Local training through PAS's framework by own budget. - National seminar/workshop by donors and own budget. - International seminar/workshop by donors and own budget. - Short term overseas training by donors.	"YES"	"NO"	A job rotation can only be done on the condition that certain officers have specific skills and experiences on the section or department that they wish to move to or in case of a request (to work for the right skills and experiences) by some certain sections or departments under the management of Sihanoukville Autonomous Port.	"YES"	PAS has selected its competent officers who can speak and communicate in English language and sent to JICA Expert to Sihanoukville Autonomous Port for interview. When they pass the interview conducted by JICA Expert, PAS prepares formalities to send them to study abroad in accordance with their skills and experiences. After graduating and coming back for work, the port management has firstly retained them to work in the same position under the same section/department and conducted an observation on their work and skill performances, including their behavior and ethics before promoting them to a proper or higher position.	Seniority	Academic Background higher than Master Level	Connections
26	National Institute of Education (NIE)	Short and long term of training at place of working, at local universities and at universities in abroad.	"YES"	"NO"	There is no policy but if they want to change he/she is allowed.	"YES"	But we also observe their commitment because some graduated from abroad they are very selfish and do not work smoothly with other colleagues. If so we do not promote. Working together smoothly is the most priority for appointing the job.	Seniority	Academic Background higher than Master Level	English Ability

No.	Organization	Needs for PhD course Officers can be released for 3 years for PhD study?	Needs for PhD	PHD degree can be a promotion factor?	Reasons of the answer
1	Siem Reap Water Supply Authority	"YES"	SRWSA will become one of the biggest water supply authorities in Cambodia. More staff obtaining high qualification such as Masters and PhD are extremely required. This will provide a hug benefits to the authority for better operation and management of the utilities in the future .	"YES"	The every promotion is usually considered his/her capacity through educational background, experiences, work seniority, and work performance as well as behavior and commitment of the officer.
2	National Institute of Post and Telecommunication & ICT	"YES"	We consider the capacity building of our key person is the most important factor because as university, the lecturer holding higher degree is really important	"YES"	As mentioned in Promotion factors
3	Ministry of Labour and Vocational Training	"YES"	Because the ministry is in need of human resources with indepth analytical skill and asinged knowledge that could greatly contribute to policy formation.	"YES"	they would have potential
4	Ministry of Environment	"YES"	Need Approval from Minister.	"YES"	Personnel department consider them as candidates for high rank officials based on evaluation of work performance.
5	Ministry of Commerce	"YES"	They can go for Ph.D. course in oversea if they have to work after studying.	"YES"	To hold the Ph.D degree is an asset for high ranking officer.
6	PHNOM PENH Capital Hall	"YES"	It's the policy from the government to provide full capacity development chance for the officers. However, if they resign, they will lose the benefit provided.	"YES"	They stand a chance to be promoted but they are required to get an approval from the management team (Governor and Governor Council)
7	Electricity of Cambodia (EDC)	"YES"	Work for EDC for 5 years when returned	"YES"	Personnel department considers them as candidates for high rank officials.
8	Ministry of Industry and Handicraft				Personnel department considers them as candidates for high rank officials.
9	Ministry of Rural Development	"NO"	No Candidate exists	"NO"	Criteria Requirement is high
10	Ministry of Agriculture, Forestry and Fisheries	"YES"	Organization will agree with candidates who want to pursue oversea scholarship in condition of the organization contracts	"YES"	If the candidates complete PhD, they will be promoted to have a position in our organization.
11	Ministry of Justice	"YES"	Yes for some young officials No: for some senior officials since they have high responsibility	"YES"	We promote young leader to the senior position. It is a policy of government.
12	Ministry Of Interior	"YES"	It is the special opportunity for young generation to broaden advance knowledge in order to change their own personal working attitude and to develop both own organization and country.	"YES"	Personnel department considers them as candidates for promotion to higher positions or officers can move to new department with promotion to higher position which is recommended by directors.
13	Secretariat of National Committee for Sub-National Democratic Development (NCDDs)	"YES"	In order to encourage officers to study overseas to improve of our organization in the future, we shall allow them to leave their workplace.	"YES"	If officers obtain Doctor's degree they will be promoted 1 additional rank.
14	Ministry of Foreign Affairs and International Cooperation	"YES"	To develop ministry's human resources as well as to give an opportunity to officials who wish to increase their knowledge and skill in order to work effectively. The officials have to make a contract with the ministry that they have to work for ministry for five (5) years after completing their degree.	"YES"	The minister instructs the commission of official's evaluation and assignation to find the suitable position for them.
15	Senate of the Kingdom of Cambodia	"YES"	As mentioned above, there is a policy covers on the officers who get scholarship to study abroad. This policy lets the scholarship receivers to focus on their study and bring back their knowledge to serve the Senate.	"YES"	There will be a special commission to discuss and consider the potentiality of the officers as candidates for high rank officials.

No.	Organization	Needs for PhD course		Needs for PhD	PHD degree can be a promotion factor?	Reasons of the answer
		Officers can be released for 3 years for PhD study?				
16	Ministry of Civil Service	"YES"		When returning from studying abroad, the officers are obliged to continue performing their tasks in their previous position for at least 12 months by using their knowledge gained from the program to serve better the organization and the ministry.	"NO"	Upon returning, they will stay in their position and work to prove that he is capable of taking higher position.
17	Anti-Corruption Unit	"YES"			"YES"	Degree is also a condition for promotion to higher position
18	Ministry of Posts and Telecommunications	"YES"		We need and also want to promote our officers who already have a master degree to continue their study or research and absorb new technology practices and experiences in order to fulfill not only the work at the ministry effectively but also contribute to build capacity of others with both MPTC's staff and student in the fields of post telecommunication and ICT. Furthermore on behalf of the MPTC, we're really appreciated and strongly agree to approve our staff to continue their study abroad under the international cooperation programs.	"YES"	Of course yes. Actually in MPTC, Officers hold doctor or PhD degree and already promoted as high ranking officer such as deputy or director general and sometimes was nominated as government secretaries because of the national government policy to promote and much focus on human recourse development sector.
19	Ministry of Women's Affairs	"YES"		The ministry always encourage active staff to apply for overseas scholarships (Master or higher degree). Officers who could go for PhD overseas will have their salaries paid during that period.	"YES"	The ministry always considers active staff with higher degrees for promotion.
20	Phnom Penh Water Supply Authority	"YES"		PPWSA allows the officers attend the PhD course overseas with 3 years' period or more if the studied course is related to the major skills that important to institutional development and as priority needed. Also the officers' job/position are kept during their studied overseas and they can back to perform job/work as normally after course finished but the officers must follow the internal agreement stated that all the officers must continue working for PPWSA at least 8 years after attended course at oversea if the officers break the rule/agreement they must paid the course fee back to PPWSA as double.	"YES"	PPWSA management team will consider and allocate the officers studied abroad to a proper position/section/ department taking their academic background. However, the consideration is sometime delayed depended on the annual opening jobs/positions within institution. Example, in this year there is no opening job /position related to the officer whom just finished studied oversea but if next year has the officer will automatically be offered those job/position.
21	The Ministry of Tourism	"YES"		- Potential human resource in tourism development. - Contract at least 5 years	"YES"	properly long term vision in tourism development
22	Ministry of Economy and Finance	"YES"		Yes, as we them to come back and meet our human resource needs	"YES"	Yes, they can
23	National Bank of Cambodia	"YES"		Our Managements welcome and generous for any oversea scholarship program for Master and PhD. We already allowed our staff members to study up to 4 years in Australia and keep their salary for them.	"YES"	I would say yes, because those PhD staff will promote one level up immediately just after they resume their work with NBC.
24	Council for the Development of Cambodia (CDC)	"YES"		We will consider on the propose PhD course if he/she has enough ability to continue PhD course.	"YES"	In the future they will be promoted to be high raking position in the workplace based on their good attitude, capability.
25	Shanoulville Autonomous Port	"YES"		Full salaries are paid during his/her long-term study program overseas, but the latter must ensure that he/she still commits to work for the port after graduating his/her PhD course overseas.	"YES"	After graduating his/her PhD course overseas and coming back for work, the port management has firstly involved him/herself with the management or decision related works in the same position under the same section/department and conducted an observation on his/her work performances, including daily behavior and ethics before promoting him/her to a higher position or executive levels.
26	National Institute of Education (NIE)	"YES"		Because our Institution will train master +1 from 2020, so we need the trainers who hold PhD	"YES"	We need such persons in our institution. We can test them one or two years, if he/she perform well and think about nation as priority he/she will be promoted