

Republic of the Philippines
National Economic and Development Authority

**Preparatory Survey
on the Project for Human Resource
Development Scholarship
in the Republic of the Philippines

Final Report**

July 2018

Japan International Cooperation Agency (JICA)

Japan International Cooperation Center (JICE)

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SUMMARY

1. Summary of the Preparatory Survey

(1) 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 3,970 international students from a total of 15 countries since the first intake of international students in FY 2000 up to FY 2017.

Since FY 2009, the project was gradually switched to a new system as adopted by partner countries subsequently. In this 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, the target of the project is limited to civil servants who are involved in the formulation 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 JDS 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 JDS has contributed significantly to the improvement of the abilities of administrative officers 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 who add value, to take in key persons; (3) follow-up for reinforcement of bilateral relationships; (4) development of human resources with good understanding on Japan and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: providing the Ph.D. program quota and establishing a private sector and special recommendation quota; the development of Japanese original 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.

The Republic of the Philippines (hereinafter referred to as “the Philippines”) has been one of the target countries since 2002, the fourth year from the beginning of JDS, with 319 JDS fellows dispatched to Japan from 2013 until 2017. Acceptance of JDS Fellows in fiscal year 2018 will mark the completion of sending JDS Fellows in the framework designed in 2015. 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 the Philippines, relevant JICA programs, etc. in the formulation of the project based upon the needs of the government of the Philippines.

The number of accepted JDS fellows in the Philippines and the definition of implementation method are shown in the figure below.

| Fiscal Year | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 (planned) | Total |
|---|------|------|------|------|------|------|------|------|---|------|------|------|--|------|------|----------------|-------|
| Number of Accepted Fellows | 19 | 20 | 20 | 25 | 25 | 25 | 25 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 21 | 340 |
| Old System (Implement the survey and set targeted fields of study every year) | | | | | | | | | New System (Framework is formulated in the preparatory survey every four years) | | | | | | | | |
| | | | | | | | | | 1st Phase (Arrival in Japan in 2011-2014) | | | | 2nd Phase (Arrival in Japan in 2015-2018) | | | | |

(2) Objectives of the Survey

The main objectives of the survey are as follows:

- To analyze current situation in the Philippines and needs for human resource development, and formulate a framework for the next four batches starting in FY 2018 (dispatch in FY 2019).
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

(3) Method of the Survey

As part of the preparatory survey, the field survey in the Philippines has been conducted from December 2017 to March 2018.

- December 2017 to March 2018: Field survey
 - Setting priority areas (Sub-Programs) and development issues (Components) in accordance with Japanese government's economic cooperation policy for the Philippines and development needs of the Philippines
 - Selecting host universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
 - Selecting target organizations corresponding to each Sub-Program/Component
 - Confirming the implementation structure of the project
- February 2018: Estimating the project scale
- April 2018: Drafting the basic plan for each Sub-Program/Component

(4) Results of the Survey

① Project Design

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

The Framework of JDS in the Philippines (Arrival in Japan in fiscal 2019 to 2022)

| Sub-Program | Component | Accepting University | Slot |
|---|---|--|------|
| 1 Public Policy • Science and Technology for Sustainable Economic Growth | 1-1 Enhancement of Public Administration and Finance | Meiji University (GS of Governance Studies) | 2 |
| | | International Christian University (GS of Arts and Sciences) | 2 |
| | | International University of Japan (GS of International Relations) | 1 |
| | | Hitotsubashi University (School of International and Public Policy) | 1 |
| | 1-2 Enhancement of Industrial Promotion | Kobe University (GS of International Cooperation Studies) | 2 |
| | | International University of Japan (GS of International Relations) | 1 |
| | | Rikkyo University (GS of Business) | 1 |
| | 1-3 Improvement of Transportation Infrastructure Development | Yokohama National University (GS of Urban Innovation) | 2 |
| | | Hokkaido University (GS of Engineering) | 2 |
| | | Hiroshima University (GS for International Development and Cooperation) | 1 |
| | | Nagoya University (GS of Environmental Studies) | 1 |
| 2 Overcoming Vulnerability and Stabilizing Bases for Human Life and Production Activity | 2-1 Disaster Risk Reduction and Management | Yokohama National University (GS of Urban Innovation) | 1 |
| | | Nagoya University (GS of Environmental Studies) | 1 |
| | 2-2 Environmental Management, Infrastructure Development in Regional Cities | University of Tokyo (GS of Engineering) | 2 |

② Target Organizations

In the survey conducted for this time, the target of JDS was reviewed and agreed to remain unchanged as civil servants from almost all the organizations, same as the current phase¹. However, it was agreed on departments and agencies that should be particularly strengthened as principal organizations upon recruitment.

③ Consideration of Accepting JDS Fellows to Ph.D. Program

Concerning the acceptance of Ph.D. candidates which was suggested in the JICA Basic Research conducted in FY2014, based on the framework² agreed with the relevant departments and agencies on the Japanese side, surveys to targeted respective departments reveal that the Philippine side gave positive opinions likewise other countries that welcomed the introduction of Ph.D. program by taking into account its possible contribution to the organizations after completing the program.

In discussions with Operating Committee in the Philippines, it was agreed to admit 2 Ph.D. fellows per year (separated from the number of dispatch for masters' fellows). Details of the selection process will be discussed at the first meeting of the Operating Committee in FY2018.

④ Operating Committee Members

As continued from the second phase, the Operating Committee consists of members from the Philippines (National Economic and Development Authority (NEDA); Civil Service Commission (CSC) and Department of Foreign Affairs (DFA)) and Japanese members (Embassy of Japan in the Philippines and JICA Philippines Office). It was agreed upon that the committee makes discussions and decisions on policy, implementation and operation of JDS.

The Operating Committee Members in the Philippines

| Country | Role | Member |
|-----------------|------------------|--|
| Philippine Side | Co-Chair | National Economic and Development Authority (NEDA) |
| | Committee Member | Civil Service Commission (CSC) |
| | Committee Member | Department of Foreign Affairs (DFA) |
| Japanese Side | Co-Chair | Embassy of Japan in the Philippines |
| | Committee Member | JICA Philippines Office |

¹ It refers to fiscal 2015 to 2018 (selection of JDS fellows for 4 batches and the period covering from their study in Japan until they return to the country.)

² In principle, the target candidates must hold a master's degree through pursuing JDS, work as a public servant of 40 years old or younger and etc. As this framework does not set a goal to satisfy the number of applicants, it adds up to about 10% of the assumed number of master's programs as an upper limit and is to be applied only if qualified personnel are present.

(5) Evaluation of Relevance of JDS

The priority areas of JDS match with respective fields of the Philippine Development Plan (PDP) 2017-2022 and will promote the strategic orientation.

According to the Country Assistance Policy for the Republic of the Philippines revised in April 2018, “implementation of the cooperation to realize a stronger foundation for inclusive growth, a high-trust society, and a globally-competitive economy” is given as the basic assistance policy (main target). This target is split into three sub-targets (priority areas of assistance): “strengthening the foundation for sustainable economic growth”; “securing human security for inclusive growth”; and “promoting peace and development in Mindanao.” JDS provides training and development for core personnel to operate in fields pertaining to the development issues, and is aligned with the policies by both Japan and JICA.

Thus, JDS can be seen as a project that will help the country of the Philippines to achieve the goals of its medium- to long-term development plan, by providing high-level education to key personnel in government. 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, JDS provides additional synergies for the benefit of the Philippines.

2. Recommendations

(1) Promotion Strategy to Generate Applications

In the Philippines, studying in the United States, Australia, Europe, New Zealand and etc. is the mainstream as English is one of the official languages of the country and there are many talented personnel who speak English fluently without making an effort to breakthrough language barriers. Since it was a challenge for JDS in the Philippines to secure eligible and capable applicants, the Operating Committee in 2016 decided to revise target organizations and loosen the classification of Components in the aim of operating JDS in a more flexible manner. The fact that target organizations grew in number on a net basis and prospective accepting university options widened for applicants resulted in the number of applicants rising sharply while making the selection competitive enough. The third phase, which formulated the framework in the preparatory survey, accelerated the above-mentioned phenomenon further to broaden prospective accepting university options (7 universities for the second phase and 11 universities for the third phase). Given that Components included newly-created ones, a list of prospective accepting universities was proposed in consideration of the evaluations of them as well as the curriculums provided and the variety of their faculty, thus reaching agreement with the Philippine counterparts. The fact that universities and graduate schools diversified enabled to address a wide range of fields. While emphasizing that it gives broader options to applicants, it is also necessary to implement strategical promotion activities that take advantage of merits, for example, conducting consultation services to respective government agencies and explaining how JDS can contribute to the development of human resources of the government agencies.

JDS fellows commented, as the reasons for having chosen JDS, i) high-quality education in Japan, ii) evaluation feedback from senior JDS fellows, iii) value-added programs of JDS and iv) support given by the agent. When soliciting applications, the agent must demonstrate the appeal of JDS by showing not only its university options but also its comparative advantage over other scholarship programs. In addition to the above-mentioned points, it is necessary to create programs and conduct project promotion activities in ways that make prospective applicants want to use JDS to study abroad as an integrated scheme that also delivers an improved follow-up and helps create a mutual network for JDS returned fellows.

A significance of implementing JDS in the Philippines, a nation with relatively high income levels, is the acquisition of fellows who will contribute to strengthening diplomatic relations. In the third phase framework agreed on recently, an increased number of acceptance slots for infrastructure-related fields was introduced. This is in keeping with the “Build Build Build” initiative, a large-scale infrastructure policy pursued by the current Duterte administration as well as promotion by Japan of investments in high-quality infrastructure and Country Assistance Policy for the Republic of the Philippines. It is therefore necessary to establish development issues based on comparative advantages of Japan and JDS on the basis of the priority policies of the governments of Japan and the Philippines.

To develop human resources potentially becoming assets contributing to policy formulation in the future, the first priority lies in the acquisition of applicants from highly relevant government agencies stated in the key policies of the two national governments. To date, many fellows were dispatched from the NEDA and the Department of Public Works and Highways. In addition, it is hoped to actively approach key government agencies such as the Department of Transportation, the Department of Trade and Industry and the Department of Finance. The preparatory survey mentioned that departments express an intention to use JDS in earnest. However, since there are not a lot of applicants from major departments and agencies, in addition to conduct promotional activities among these departments, possibilities such as working on the high level of Philippine side so as to ensure promising applicants in the future by encouraging their application to JDS.

(2) Points on Recruitment Activities

As discussed earlier, acquiring excellent applicants is a prerequisite to achieve the goals of JDS. However, higher education mobility is high nowadays, making fellow acquisition by donors very competitive. Particularly, among the Philippine public servants, it would-be fellows persistently find it attractive and reliable to study in Australia, the U.S. or Europe according to the surveys conducted at each government agency. It is necessary to highlight Japanese universities' attractiveness while taking some other approach as well. Building human relationships with HR officers at target organizations as a contact point of JDS while keeping good communication with them and obtaining cooperation from these persons would serve to spread the information within their organizations to a certain extent. For JDS in the Philippines, each applicant is required to obtain a nomination from the government agency. Given that such internal selection and

nomination take place with each department's human resources office acting as the secretariat, many of applicants obtain the information typically from the human resources office. They play a significant role for internal information dissemination and selection within their department, it is most important to build a good relationship with responsible persons and obtain cooperation from them in order to solicit applications strategically by identifying each government agency's movement.

Within the framework agreed in the preparatory survey, the fact that universities and graduate schools diversified enabled to address a wide range of fields and making it more necessary for universities to differentiate programs individually. Moreover, given that the number of fellows to be accepted per graduate school decreased, applicants as well as responsible HR officers could potentially think JDS has become more difficult. Thus, in order not to let it become a drawback, the agent should desirably provide information elaborately when soliciting applications and propose universities and consult destinations in a manner befitting departments' needs while working closely with universities in an effort to prevent a mismatch to the extent possible.

In addition, it has been found out through interviews with departments and agencies that some applicants have difficulty in preparing a research plan, one of the application documents. In its preparation, it is also necessary to provide them support and advice as well as feedback to applicants in previous years so as to enable them to apply without hesitation.

Further, the advantages of JDS must be demonstrated to responsible officers of JDS at respective departments. It is advisable to emphatically stress that: i) JDS, targeting civil servants, is a human resource development program befitting Philippine development challenges that will contribute to the nation's medium- to long-term growth; ii) each accepting university is designated as project partner; iii) JDS delivers value-added by providing curriculum more suitable to the country through offering a special program in addition to existing programs; iv) comprehensive instruction and accepting systems are in place; and v) extensive support such as periodic monitoring is provided to JDS fellows throughout their stay in Japan.

Recruitment activities should probably be conducted in ways that distribute relevant information to an increased number of potential candidates by using various access channels in consideration of the points discussed above. It will be also effective to conduct promotion activities with the use of press releases and media such as SNSs in parallel to collaborating with JICA and relevant organizations equipped with broad human networks such as former JICA training participants alumni association.

(3) Consideration for Human Resources Contributing to Peace and Development of Mindanao

In the second phase, in an effort to develop human resources, Slots for Bangsamoro were set, aiming to develop promising human resources who would contribute to the development of the region and who would drive the Bangsamoro Autonomous Government planned to be established in the future as ones particularly from organizations highly relevant to the challenge. Peace and development in Mindanao by Japan remain a priority area among the Country Assistance Policy for the Republic of the Philippines, this is therefore a category for which the development of human resources including JDS deserves to be supported. In addition to the application status so far, it is assumed that further challenges will arise in securing human resources considering the transition of the governance system after the establishment of the Bangsamoro Basic Law. For developing the human resources toward development in Mindanao, to select them in the region is not the only requirement, but it would be necessary to discuss the challenge in a larger framework with the Philippine side.

Starting from this phase onwards, increased flexibility would likely be offered because, instead of having challenges specified, each applicant will be allowed to apply for any Component and accepting universities within a framework according to his/her needs. On the other hand, there is a concern that human resources who would drive the region's future would potentially fail to be discovered in the selection process. In this respect, it is possible to take a preferential treatment measure in the selection process for the purpose of keeping it competitive. The Operating Committee needs to determine a desirable selection method by drawing on consideration measures taken in other countries' JDS concerning gender and applicants from rural areas, and to obtain understanding from each accepting university acting as project partner.

(4) Points for Ph.D. Program Adoption

In interviews with officials of government departments done during the field survey, many responded that they welcomed the adoption of Ph.D. program, expressing an intention to send fellows as part of their advance investments. Some of these departments, however, mentioned they would not eagerly recommend applying for JDS because: i) each fellow would be required to first fulfill the Scholarship Service Contract and reinstatement period requirement (for master's program study-abroad years); and ii) a master's degree would be enough for earning promotion while pursuing a Ph.D. program for three years is long. In interviews with JDS returned fellows, some of them commented they would probably fail to obtain understanding from the government agencies they belonged to despite a desire to apply for a Ph.D. program if they are permitted.

For the implementation of Ph.D. program in the Philippines, in addition to setting the requirements, it would be essential to first consult with relevant entities thoroughly on the likelihood of government agency rules and requirements potentially being eased. Also, it can be considered that the accepting universities authorize the JDS fellows to study in Japan for the first

two years and spend the third year in the Philippines for writing a thesis by taking into consideration actual needs of the country.

One important factor to consider in the establishment of the Ph.D. program is to have a common understanding among the JDS organizers, JDS fellows applying for the course, and accepting universities as to “the reason for the establishment of Ph.D. program in JDS and its objective.” It should be clarified that the Ph.D. program is solely designed to develop policy-making leaders, but not for fostering researchers who are not involved in policy formulation. Differentiation from other scholarship schemes such as the Monbukagakusho (the Japanese Ministry of Education, Culture, Sports, Science and Technology) Scholarship can be made by clarifying this delineation and narrowing down the target of JDS.

Furthermore, establishment of the Ph.D. program will not only facilitate a follow-up system for JDS fellows but it 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 introduction of Ph.D. program itself is expected to have an impact on attracting excellent candidates.

(5) Cooperation with Other ODA Projects

As long as JDS is implemented as an ODA project, it is important to further 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 its information to the persons in charge at JICA offices in abroad including JICA experts, encouragement of competent human resources from partner countries to apply for JDS, and utilization of alumni network as well as other JICA projects as resources etc. are required. In particular, in order to promote the cooperation with the projects under implementation, it is important not only to share information with involved experts such as JICA personnel, but also to provide them with opportunities to directly meet JDS returned fellows.

To create opportunities to connect JDS returned fellows to the project would highly likely provide a merit to both sides as a means of allowing the former to keep the relationship with Japan after the return from the country and work effectively in relevant domains. Regarding this point, the implementation agent is expected to better understand projects in progress by JICA, coupled with relevant policies of the Philippine government, and provide useful proposals.

In order to enhance the ability of young civil servants for their contribution to the socio-economic development, it is essential to cooperate with and be complemented by not only JDS but also other programs. It is preferable to step up efforts to inventively allow JDS fellows to acquire practical knowledge through, among other things, participating in knowledge co-creation programs (group and region focus) of JICA as observers during the study abroad term.

(6) Cooperation with the Projects Implemented by the Japanese Ministries

“Development Cooperation Framework” and “Japan Revitalization Strategy” advocate for the strategic operation of ODA. JDS fellows are candidates from the countries and ministries that are important for Japan with regard to its diplomatic strategy or economic diplomacy having the potential to become a leader of their country in the future. It is desirable to connect them including the returned ones to the projects implemented by Japanese ministries in parallel to establishing a network.

(7) Need for Enrichment Programs

Departments and agencies visited in the field survey requested to arrange for more practical trainings through internships at government offices and private firms during the two-year stay in Japan as a beneficial step. Further endeavors should be made, which are likely to deliver such added value for the purpose of improving JDS fellows’ skills, building a human relationship serving as the foundation for a good relationship between both countries and generating differentiation from other scholarship programs. In so doing, instead of merely asking each accepting university to usefully spend special program expenses, it will be necessary to consider introducing a scheme that can be used more faithfully according to JICA’s intention.

Given that Philippine JDS returned fellows during their academic year in Japan also made many requests for training and seminars on Japan’s development experience, another appeal point would be the fact that JDS enables each fellow to learn about Japan’s development experience through the “JICA Program with Universities for Development Studies (JProUD)”, currently worked on by JICA, in addition to engaging in research in his/her specialized area.

(8) Importance of Japanese Language Acquisition

It is expected JDS fellows to learn discipline, work ethics, the balance between economic development and cultural protection through interactions with Japanese and Japanese society during their stay in Japan.

Acquiring knowledge of the Japanese language is helpful to understand the Japanese mind and spirituality more deeply which help them to establish as a bridge between Japan and the Philippines in the future. Even though they stay in Japan for two years, this is not sufficient to deepen their understanding of the Japanese and Japanese culture. This will not be a problem if JDS only has the purpose of acquiring knowledge in a specialized academic field. However, if its purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary to promote a program focusing on understanding of Japanese culture as one of the JDS activities. Language is a foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to further continue learning Japanese, it is possible to provide opportunities requiring usage of Japanese. For this reason, internships in Japanese government agencies and companies, homestay programs that give

opportunities to interact with ordinary Japanese and etc. are effective.

(9) Utilization of Assets Gained by JDS Returned Fellows

As for JDS returned fellows responded to the survey questionnaire and interview concerning preparatory survey, reported positive gains of their experience in Japan through JDS both personally and professionally. Key interviews reveal that they show initiative and good performance when they return to work, which makes them a strong candidate for promotion. It is therefore easy to conclude that JDS has made an impact, directly or indirectly, in these young leaders' lives in terms of career advancement. After completing JDS, it was also confirmed that some cases where the JDS returned fellows are actually responsible for part of promoting the relationship between Japan and the Philippines at the government agencies they belong to.

However, since there is no clear measurement index as to what makes JDS fellows successful, it is necessary to take into full consideration civil service systems and circumstances of each country whether the success should be measured by promotion or not. A clear timeframe and indices to benchmark their success will give them a career-long guide to what is expected of them when they return to the Philippines.

Furthermore, the survey results and interview indicate that the JDS returned fellows with positions that do not involve policy planning, mentoring, training, leadership may have difficulty in finding relevance to JDS and consequently lose motivation as well as morale when they return to work. Underlining the importance of a clear measure of success, having a standard definition of a successful JDS fellow will facilitate the identification of the right candidates for JDS by putting focus on the applicant's current job description and future work path at the time of application.

Relevance of JDS depends on the position or designation of the JDS fellows when s/he returns to work. An institutionalized re-entry plan may be necessary for government agencies in order to ensure that JDS returned fellows can maximize their knowledge gained through study in Japan after going back to the Philippines and improve utilization of outcome. The re-entry plan includes both requirements for them upon return and organizational support. For example, the support may consider ensuring proper matching of JDS returned fellows with work that deals with their field of expertise, giving recognition of trust through higher work responsibility, and/or connecting them to Japan-related projects. Since such organizational support has been introduced in Australian Awards Scholarships and etc. even before the arrival of fellows in Japan, its introduction to JDS can be considered possible in the future by learning through precedent cases of other donors.

(10) Monitoring and Follow-up by the Philippine Side

In the field survey conducted in January 2018, it was requested by the Philippine side that the Operating Committee Members should visit the accepting universities in Japan at the aim of

exchanging opinions with academic advisors including JDS fellows, conducting a monitoring of JDS, and establishing relations between the members and the universities/the graduate schools. In addition, it was pointed out that evaluation by a third party should be carried out so as to confirm the impact of JDS implemented and reinforcement of follow-up activities after returning home. The monitoring of project progress and results by the Philippine side leads to an organizational/national level approach that goes way beyond the level of respective JDS fellows. As it can be one of the important attempts towards the achievement of JDS's outcome, it is necessary to proceed with the content review for the realization and effective implementation of above-mentioned suggestions.

(11) Unified Operation of Network Construction and Follow-up Schemes, and the Roles of Implementation Agent

① Measures to be taken during the fellows' stay in Japan to support in post-return follow-up

In the Philippines, follow-up scheme for JDS was not active to date only with an annual situation checking being the only contact with JDS returned fellows. Although they are supposed to enroll in the JICA Alumni Association in the Philippines (JAAP) for connection with Japan, their rate of participation in the JAAP has not been high, as shown in the survey findings, making it difficult to know the achievements by JDS.

To make continuous follow-up easier and link those activities to the results of strengthening the partnership between Japan and the Philippines, loyalty to Japan needs to be increased while JDS fellows' stay in Japan so that they will be motivated to maintain their relationship with Japan following their return. By implementing measures to maintain and develop the loyalty increased during their stay in Japan in post-return follow-up, better results can be expected.

In some cases, the implementation agent is currently providing support in the target countries of JDS for establishing an alumni association or holding other events based on the JDS project office. However, it takes additional time and cost to improve the loyalty of JDS returned fellows who have lost a connection with Japan for a certain period of time and it is not necessarily efficient.

For this reason, the measures provided for the JDS fellows staying in Japan and the follow-up measures offered after they return home should be discussed in an integrated manner as continuous measures.

② Follow-up measures implemented after the JDS fellows return home

For conducting sustainable follow-up activities, it is expected for the implementation agent to enhance the follow-up contents in collaboration with the Philippine side and the existing JICA Alumni Association in the Philippines (JAAP) in order to implement measures for maintaining and improving the loyalty developed during the fellows' stay in Japan.

The biggest challenge is to encourage an increased number of JDS returned fellows to take part in follow-up and alumni association activities. A questionnaire survey shows respondents cited, as the reason for non-participation in alumni association activities, date and event venue issues as well as the fact that civil servants working full-time basis find it difficult to gather together.

As there are also cases of JDS returned fellows previously dispatched for a same term gathering together periodically though on a small scale, it would be possible to form a group of JDS returned fellows by consolidating these activities. They will be able to be connected with other JDS returned fellows in rural areas due to the availability of information portals such as Facebook even without getting together in person. By gathering together under common platform JDS while under the wing of JAAP, they will likely build a network of JDS returned fellows and provide good feedback both on JAAP and JDS.

For this to happen, it would be desirable to play a role as a facilitator for financial aid of JDS and certain activities for a period of several years until the above-mentioned activities get on track. The implementation agent, having provided support consistently prior to and after fellows' arrival in Japan, can also give indirect assistance more flexibly, which will probably lead JDS fellows to maintain identity as such, form a group, propose and conduct activities and collaborate with JDS alumni associations operating successfully in other countries.

③ Networking with Japanese government officials

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 JDS, that the JDS fellows are civil servants involved in policy making of each country. Since they are expected to serve as a bridge between Japan and the Philippines as a pro-Japanese, a network with the Japanese ministries and agencies would be useful for their future career. It is desirable to provide support for establishing a network through interaction with civil servants and hold seminars and workshops with the persons concerned with the Japanese ministries and agencies as a lecturer.

The network formulated by these measures is practical for the fellows' operations after they return home, giving them an incentive to maintain such network and therefore it is expected to establish a continuous relationship. Under such foundation, thorough utilization of support provided by Japanese institutions such as the Embassy of Japan, JICA office, JETRO etc. is also desired.

④ Roles to be performed by the implementation agent

(a) 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 agent is expected to function as a mediator between the JDS fellows and the Japanese ministries and agencies including the persons concerned with ODA. It is expected that the implementation agent will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements.

(b) Firm network foundation with JDS fellows

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

Generally speaking, a problem arising in connection with the follow-up of the fellows is to accurately obtain the information on their whereabouts after their return. JDS in other countries, the implementation agent and the JDS fellows have a trust relationship so that they can contact the agent even after returning home. As such a relationship and system have been created, it makes possible to know the detailed matters on the fellows' division and work.

The role to be played by the implementation 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. Its function for establishing a relationship with the JDS fellows should be focused on from the viewpoint of follow-up activities.

(c) Network foundation with the Japanese ministries

On the other hand, it is also important to advertise JDS to the persons concerned with the Japanese ministries and agencies. According to the questionnaire survey conducted by the consultant independently, their degree of recognition of JDS is very low. However, the importance of a network with the JDS fellows is high for them. 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 multi-sided significance was also pointed out by the Ministerial Meeting on Strategy relating to Infrastructure Export and Economic Cooperation.

In order to enhance the opportunities to utilize JDS at departments and agencies, it is important to inform them that the JDS fellows from the government agencies in the Philippines that can be counterparts of the projects developed by Japan are currently staying in Japan, that the JDS returned fellows have been actually promoted in each country while playing an important role for diplomacy and economy, and that the existence of the implementation agent makes it easier to select an appropriate network conveniently and thereby create an opportunity for utilizing JDS.

For this reason, the implementation agent 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 JDS a human development project that can achieve both the development of the Philippines and the relation between two countries, consequently enabling the establishment of win-win relationship between Japan and the Philippines.

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LIST OF ABBREVIATIONS

| Abbreviation | Description |
|--------------|---|
| AAS | Australian Awards Scholarship |
| ADB | Asian Development Bank |
| ASEAN | Association of South-East Asian Nations |
| ARMM | Autonomous Region in Muslim Mindanao |
| AUN/SEED-Net | ASEAN University Network/Southeast Asia Engineering Education Development Network |
| BCDA | Bases Conversion and Development Authority |
| BDA | Bangsamoro Development Authority |
| BSP | Bangko Sentral ng Pilipinas |
| BTC | Bangsamoro Transition Committee |
| CES | Career Executive Service |
| CESB | Career Executive Service Board |
| CHED | Commission on Higher Education |
| COA | Commission on Audit |
| CSC | Civil Service Commission |
| DA | Department of Agriculture |
| DAC | Development Assistance Committee |
| DBM | Department of Budget and Management |
| DepEd | Department of Education |
| DFA | Department of Foreign Affairs |
| DILG | Department of the Interior and Local Government |
| DOF | Department of Finance |
| DOLE | Department of Labor and Employment |
| DOST | Department of Science and Technology |
| DOTr | Department of Transportation |
| DPWH | Department of Public Works and Highways |
| DTI | Department of Trade and Industry |
| E/N | Exchange of Note |
| G/A | Grant Agreement |
| GDP | Gross Domestic Product |
| GNI | Gross National Income |
| IDA | International Development Association |
| IMF | International Monetary Fund |
| JAAP | JICA Alumni Association in the Philippines |
| JDS | Project for Human Resource Development Scholarship by Japanese Grant Aid |
| JETRO | Japan External Trade Organization |

| | |
|-------|--|
| JICA | Japan International Cooperation Agency |
| JSPS | Japan Society for the Promotion of Science |
| KOICA | Korea International Cooperation Agency |
| MDGs | Millennium Development Goals |
| MILF | Moro Islamic Liberation Front |
| NEDA | National Economic and Development Authority |
| NGO | Non-Governmental Organization |
| ODA | Official Development Assistance |
| OECD | Organization for Economic Co-operation and Development |
| PDP | Philippines Development Plan |
| TOEFL | Test of English as a Foreign Language |
| UNDP | United Nations Development Programme |
| YLP | Young Leader's Program |

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

1-1. Present Situation and Issues of JDS

1-1-1. Background of the Project

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) is a grant aid project conducted by Japan International Cooperation Agency (hereinafter referred to as “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 JDS is that “young administrative officers 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 and Ph.D. 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 3,970 international students from a total of 15 countries since the first intake of international students in FY 2000 up to FY 2017.

JDS was originally intended to engage in Asian developing countries in demand for the development of human resources in areas such as legislation, economics, and etc. that are indispensable factors for achieving the transition to market economy. It was first launched in 2 countries, namely Uzbekistan and Laos, with the aim to “develop human resources targeted at young public servants, practitioners and researchers currently being engaged in planning and implementation of social and economic development plans who are expected to be the leaders of the country concerned in the 21st century,” and “become a pro-Japanese who contributes to expansion and promotion of the foundation of amicable relationship between two countries.” Subsequently, target countries of JDS were expanded later to other Asian countries such as the Philippines. The project expanded to Ghana in Africa in FY 2012, and to Nepal in FY 2016. At present, the project has 13 target countries. Furthermore, Pakistan, Timor-Leste and Bhutan are scheduled to be added. Indonesia left JDS in FY 2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also left JDS with the last JDS participants from China accepted in FY 2012³.

³ After its termination as grant aid, the project was shifted under the Ministry of Foreign Affairs of Japan and continued as “Japan Human Resource Development Scholarship for Chinese Young Leaders” (JDS China).

Table 1: Number of JDS fellows dispatched (2000-2017)

| Year | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | total |
|----------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|-------|
| 1. Uzbekistan | 20 | 19 | 19 | 20 | 20 | 20 | 20 | 20 | 19 | 14 | 15 | 15 | 15 | 14 | 15 | 15 | 15 | 15 | 310 |
| 2. Laos | 20 | 20 | 20 | 20 | 20 | 20 | 25 | 25 | 25 | 20 | 20 | 20 | 19 | 20 | 20 | 20 | 20 | 20 | 374 |
| 3. Cambodia | | 20 | 20 | 20 | 20 | 20 | 25 | 25 | 25 | 25 | 24 | 24 | 24 | 24 | 24 | 24 | 24 | 30 | 398 |
| 4. Vietnam | | 20 | 30 | 30 | 30 | 30 | 33 | 34 | 35 | 35 | 28 | 29 | 30 | 30 | 30 | 30 | 30 | 24 | 508 |
| 5. Mongolia | | 20 | 20 | 20 | 19 | 20 | 20 | 20 | 18 | 18 | 16 | 18 | 18 | 18 | 18 | 18 | 18 | 30 | 311 |
| 6. Bangladesh | | | 29 | 19 | 20 | 20 | 20 | 20 | 20 | 15 | 15 | 15 | 15 | 15 | 15 | 25 | 30 | 20 | 318 |
| 7. Myanmar | | | 14 | 19 | 20 | 20 | 30 | 30 | 30 | 22 | 22 | 22 | 22 | 22 | 44 | 44 | 44 | 44 | 457 |
| 8. China | | | | 42 | 43 | 41 | 43 | 47 | 47 | 48 | 45 | 39 | 35 | - | - | - | - | - | 430 |
| 9. Philippines | | | | 19 | 20 | 20 | 25 | 25 | 25 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 319 |
| 10. Indonesia | | | | 30 | 30 | 30 | 30 | - | - | - | - | - | - | - | - | - | - | - | 120 |
| 11. Kyrgyz | | | | | | | | 20 | 20 | 18 | 14 | 14 | 14 | 15 | 15 | 15 | 15 | 15 | 175 |
| 12. Tajikistan | | | | | | | | | 3 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 7 | 45 |
| 13. Sri Lanka | | | | | | | | | | | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 120 |
| 14. Ghana | | | | | | | | | | | | | 5 | 5 | 5 | | 10 | 10 | 45 |
| 15. Nepal | | | | | | | | | | | | | | | | | 20 | 20 | 40 |
| Total | 40 | 79 | 152 | 239 | 243 | 240 | 271 | 266 | 266 | 256 | 241 | 234 | 237 | 203 | 226 | 241 | 246 | 250 | 3,970 |

At first, intake plans for the various academic fields were made each year. Since FY 2009, the project was gradually switched to a new system as adopted by partner countries subsequently. In this 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, the target of the project is limited to civil servants who are involved in the planning and implementation of policy in development issues. This system endeavors to select and focus Japanese government development aid through JDS 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 JDS returned fellows in each government department 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.

1-1-2. Challenges of JDS

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 JDS in the 11 target countries⁴ were compared and analyzed, and future project enforcement policies and strategies were demonstrated. It also indicated that over the past 15 years JDS has contributed significantly to the improvement of the abilities of administrative officers 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

⁴ Ghana was not included in the survey as the 1st batch fellows just returned to their country when the JICA basic research was conducted.

internationalization of the accepting universities in Japan. The report highlighted four pending issues: (1) drawing up the basic enforcement policy; (2) selection of participants who add value, to intake in key persons; (3) follow-up for reinforcement of bilateral relationships; (4) development of human resources with good understanding on Japan and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: increasing the Ph.D. program quota and establishing a special recommendation quota; the development of original Japanese programs; promotion of cooperation with Japanese industry and the involvement of departments and agencies; and the strengthening of cooperation with local projects and of the relationships between Japanese universities and local related organizations.

Strategic Reinforcement of the JDS Program and Further Initiatives

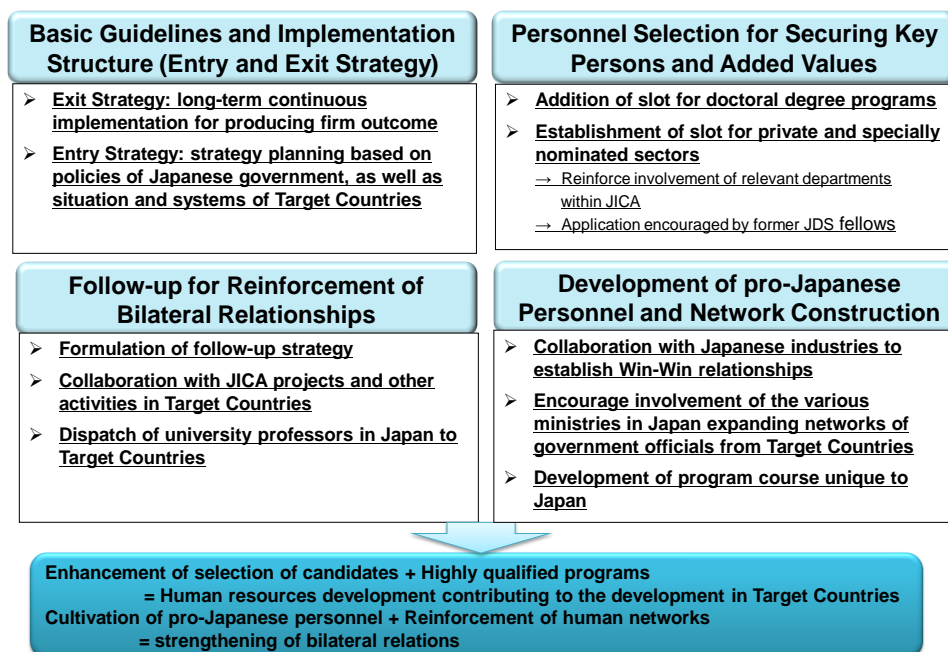


Figure 1: Recommendations from JICA Basic Research (source: JICA)

1-1-3. Achievements and Challenges of JDS in the Philippines

The number of accepted JDS fellows in the Philippines and the definition of implementation methods are shown in the figure below.

| Fiscal Year | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 (planned) | Total |
|---|------|------|------|------|------|------|------|------|---|------|------|------|--|------|------|----------------|-------|
| Number of Dispatched Fellows | 19 | 20 | 20 | 25 | 25 | 25 | 25 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 21 | 340 |
| Old System (Implement the survey and set targeted fields of study every year) | | | | | | | | | New System (Framework is formulated in the preparatory survey every four years) | | | | | | | | |
| | | | | | | | | | 1st Phase (Arrival in Japan in 2011-2014) | | | | 2nd Phase (Arrival in Japan in 2015-2018) | | | | |

Figure 2: Number of Philippine JDS fellows dispatched and JDS implementation systems

(1) Achievements obtained from the start of JDS in the Philippines to FY2017

① Permeation of the purposes of JDS and establishment of evaluations

Almost 100% of Philippine JDS fellows complete their study courses, causing JDS to be highly praised by the nation's government bodies. The high completion rate is attributable to: i) the continual implementation of JDS targeted principally at civil servants for 15 years; ii) a high rate of retention of JDS returned fellows by their home-country employers; and iii) the level of JDS's contribution to the resolution of the nation's development issues. The project purposes of JDS, which attach importance to returned fellows' contribution to their home country, instead of the enhancement of their individual skills, have permeated the country's government agencies with JDS being highly rated solidly as a program differentiated from other donors' scholarship programs. Returned fellows also praise JDS highly, and feedback from such former fellows who chose Japan over other countries before returning their home country with satisfaction serves to help acquiring new applicants from among their junior colleagues in the organization they belong to as well as their friends and acquaintances.

By June 2018, 319 JDS fellows came to Japan from the Philippines with 284 of them having returned to the country, 234 persons of whom were civil servants. Prior to studying abroad, a Philippine civil servant is required to enter into such a Scholarship Service Contract with the organization s/he belongs to as stipulated that the person shall be reinstated in his/her previous position after returning to the country. Consequently, over 82% of the entire civil-servant JDS returned fellows, and almost 100% of civil-servant JDS returned fellows for the past five years, are known to work properly at their previous workplaces or Philippine government bodies.

Table 2: JDS returned fellows promoted after their return (As of April 2018)

| Year of Arrival | Name | Present Workplace | Present Position |
|------------------------------|---|---|---------------------------------|
| 2007 (5 th Batch) | Mr. CRUZ, Francisco Relevo | Department of Interior and Local Government | Director IV |
| 2007 (5 th Batch) | Mr. REGALA, John Lacanilao | Bangko Sentral ng Pilipinas | Manager |
| 2008 (6 th Batch) | Mr. CABANLONG, Allan Salim | Department of Information and Communications Technology | Assistant Secretary |
| 2008 (6 th Batch) | Mr. GANAPIN, Bien Ali | National Economic and Development Authority | Director III |
| 2009 (7 th Batch) | Ms. PERIDA-TRAYVILLA, Ma. Karina Bercasio | Department of Labor and Employment | Director IV |
| 2011 (9 th Batch) | Mr. DELOS REYES, Francis San Juan | Development Bank of the Philippines | Senior Assistant Vice President |

② Formation of critical mass

In the Philippines, from the launch of JDS in fiscal 2002, it is essential to form a “Critical Mass” in order to increase the effect of the project. JDS was implemented under a policy of refraining from classifying study fields finely and of handling them continuously. Since the project launch, it continued to unswervingly adhere to the policy of deeming incumbent civil servants (permanent employees) as a source of potential applicants for JDS, in principle.

In 2010, for the Philippines, a new system was put in place in which to accept JDS fellows for four terms concerning identical target fields, target organizations and accepting universities. Following this, as target fields and challenges, Regional Development Administration in Mindanao for new system in the first phase (fellows sent to Japan in fiscal 2011 to 2014) and Regional Development Administration in Mindanao/Support for Establishment of Bangsamoro Autonomous Government for new system in the second phase (fellows sent to Japan in fiscal 2015 to 2018) as part of assistance for Mindanao. For these categories, 34 persons so far received fellowship to study abroad in Japan. Among the target fields and issues mentioned-above in the second phase, it should be noted that Prioritized Slots for Bangsamoro was instituted in order to develop human resources likely to drive autonomous government to be established in the future. Accordingly, during a period of three years from 2015 to 2017, 9 candidates received fellowship to study in Japan.

③ Facilitation of cooperative relationship between Japan and JDS returned fellows

There are a certain number of JDS returned fellows in office who are involved with Japan for their duties although the situation varies greatly according to the functions of the government agency and the division each official belongs to. NEDA, a foreign aid interface body served by many JDS returned fellows as discussed earlier, has such a large number of officials who are JDS returned fellows as engage in JICA-related projects. Other Philippine government agencies also contain JDS returned fellows who get assigned to a JICA project or a role of communicating and coordinating with their Japanese counterparts. This testifies to the fact that having studied in Japan prompted some JDS returned fellows to play a role different from before in each government department.

(2) Challenges of JDS in the Philippines from its Initiation to FY2017

① Steady acquisition of principal candidates

Shown below are the average number of applicants as compared for the old system, up to 2009, and new system in the first and second phase.

Table 3: Comparison to annual average number of applicants⁵

| | Old System (2002-2009) | 1 st Phase under New System (2010-2013) | 2 nd Phase under New System | |
|--------------------------------------|---------------------------|--|--|--------------|
| | | | (2014, 2015) | (2016, 2017) |
| Average Number of Applicants/year | 109 | 77 | 61 | 112 |

Compared with the years up to 2009, when any local civil servant was allowed to apply, in the first phase under new system, the fact that only candidates who belong to target organizations concerned were eligible for applying JDS led to decrease in the number of applicants. In response, in the second phase, an effort was made to acquire many applicants in the form of: i) visiting target government agencies and holding promotion seminars in an active manner, ii) promoting information distribution in each government department (directly approaching organizations which are all too often slow to receive information such as department affiliated agencies and regional offices); and iii) utilizing the mass media as well as the networks of JDS returned fellows and Operating Committee members.

However, the start of the second phase saw the range of target organizations become even narrower than in the first phase without the applicant count decline coming to a halt. As it was also affected by policies of the then Philippine government, the Operating Committee decided to revise the number of target organizations in 2016 and loosen the classification of Components for target government agencies. This resulted in the number of applicants rising sharply. It is thought that even potential applicants who had been previously reluctant to apply saw JDS as an attractive program due to the net increase in target organizations as well as the extended list of would-be accepting universities to choose from.

Next challenges include the acquisition of high-quality human resources who would become key persons in the future. According to particular comments from principal Philippine government agencies on study abroad programs for the human resources of central government agencies, in the Philippines where the official languages include English, studying in English-speaking countries is the mainstream as there is no language restriction, many of these departments could not afford to dispatch high-quality officials for study over a period of as many as two years at a time when they found staff shortage troublesome. Some of these departments also said that JDS involved a long selection period and it was easier for applicants to pass the screening test for non-JDS scholarship programs. It is therefore required to run promotion activities inventively for soliciting applications and create schemes in ways that facilitate application by civil servants who are expected to be key persons of principal government agencies in the Philippines.

⁵ The above-mentioned years refer to recruitment and selection year. (JDS fellows commence studying in Japan in the following year.)

② Promotion rate of JDS returned fellows

The promotion rate for Philippine JDS returned fellows is lower compared to that for their peers in other countries, a finding of the basic research project titled “Factor Analysis Concerning the Result of the JDS Projects (referred to below as the JDS basic research) which was conducted by JICA in fiscal 2014. Although high reinstatement rate is secured as the Scholarship Service Contract mentioned earlier stipulates reinstatement of a certain period of time, JDS returned fellows are found to remain in a certain position even several years after the return to the country. Despite this tendency cannot be simply compared by countries with different systems and scales, it is considered that this is affected by the nation’s civil servant system in which an official must remain in a given position if there is no senior position vacancy although being allowed to apply if there is one.

With 15 years having passed since the project launch, JDS returned fellows earning promotion in government bodies have gradually been growing in number. However, there has also been a rising number of JDS returned fellows changing employers to join international organizations and private-sector entities. To help JDS returned fellows work effectively at the units they belong to, appropriate follow-up needs to be provided to them.

③ Intensifying competition with other donors

In the Philippines, there are many scholarship programs from the Japanese government and other donors. In particular, a scholarship program run by the Australian government, being adored as one allowing fellows to earn a master’s degree within one year and study in English and from an education quality perspective, has been competing with JDS. A questionnaire survey was conducted to ask JDS fellows currently studying in Japan whether they had considered choosing a non-JDS scholarship program, which found many of them had looked at the option of Australian or U.S. scholarship programs. Such answers were given by JDS fellows from central Philippine government agencies, in particular, pointing to fierce competition being done among donors for acquiring human resources.

④ JDS returned fellows’ low rate of participation in follow-up activities

Although in the Philippine JDS returned fellows initially established a standalone JDS alumni association, its activities were sluggish as its key members were extremely busy. In order to vitalize the association and build and maintain a broader network, the association was merged with an alumni association of JICA returned trainees at the end of fiscal 2012 to establish the JICA Alumni Association in the Philippines (JAAP). However, according to interviews conducted with JDS returned fellows, the rate of JAAP activity participation by JDS returned fellows has been not high.

In the preparatory survey, a questionnaire survey of JDS returned fellows was conducted, which obtained comments saying JAAP activities consisted predominantly of those for short-term

trainees, and there were seemingly only a small number of activities designed for JDS returned fellows who had lived in Japan for a long period of time. Moreover, many sought activities aimed to build a network for JDS fellows such as a horizontal link between JDS returned fellows and a vertical link between them and those other than same batch fellows.

1-1-4. Status of Socio Economic and Higher Education

(1) Social and Economic Situation⁶

The Philippines, lying in the south west of Japan, is 299,404 square kilometers in size and has 7,109 islands. Of the south Asian nation's population of approximately 100.98 million, about 12.88 million inhabit Metro Manila. Although ethnically consisting mainly of ethnic Malays, the Philippines is a multiethnic country inhabited by ethnic Chinese and ethnic Spanish as well, among others. Filipino, being the country's national language, is stipulated as its official language alongside English.

The Philippines is a republic country, for which a President is elected by direct vote of the Filipinos for a term of office of six years. Incumbent President Rodrigo R. Duterte, after taking office on June 30, 2016, specified measures to deal with illegal drugs, crime and bribery, coupled with peace and development of Mindanao, as the nation's key challenges, and aims to amend its Constitution in order to introduce a federal system. For peace and development of Mindanao, in particular, momentum is rising for achieving permanent peace with Islamic forces which have been in conflict with the government for many years. There are expectations on the effort to adopt at congress the bills for the proposed Bangsamoro Basic Law authorizing the establishment of a new Islamic autonomous government, put the law into effect and establish the new autonomous government.

For its diplomacy, the Duterte administration has as its basic policies: i) promotion of political and security cooperation through participation in bilateral and regional frameworks; ii) economic development through foreign capital introduction and job creation by means of economic diplomacy; and iii) protection of Filipino expatriate workers. The Philippines served as Chair of ASEAN for 2017.

As for the state of the nation's economy, the Philippine economy has been growing steadily since the former Aquino administration, continuing positive growth even when it was affected by the Asian currency crisis in the late 1990s and the global recession in the 2000s. Like the previous administration, the Duterte administration has been attaining strong economic growth with the nation's economy being expected to grow an average of 7% annually.

While the country's principal industries comprise agriculture, forestry and fishery, recent years have seen the service industry, including business process outsourcing (BPO) business such as for

⁶ Summarized the information obtained from the website of Ministry of Foreign Affairs of Japan <https://www.mofa.go.jp/mofaj/area/philippines/index.html> (accessed on May 1st 2018)

call centers, grow markedly (employing approximately 56% of the nation's entire working population). For trade, a fiscal 2016 report from the Philippine Statistics Authority shows that electronic and electric hardware, composed chiefly of semiconductor Components, accounted for a high portion of the country's exports with Japan being a major export trading partner. The nation's imports consist mainly of: i) raw materials and intermediate goods, composed predominantly of semi-finished goods such as chemical products; ii) capital goods such as communication devices and electronic devices; and iii) fuels such as crude oils. Among the country's principal import trading partners are China and Japan.

(2) Situation of Higher Education⁷

The Philippine school education system comprises three stages, namely, elementary, secondary and higher education. For basic education, the country until recent years had a 10-year education system composed of six-year elementary education at elementary school and four-year secondary education called "high school." In 2011, policymakers launched a system reform, extending the basic education period by two years. They made pre-school education (K: kindergarten) mandatory under the system, and extended secondary education by instituting a two-year "senior high school" period (upper secondary education) in addition to existing four-year education (K to 12 Basic Education Program). Pre-school education was made mandatory from June 2011 while the shift to the six-year secondary education curriculum was conducted from June 2012 on a step by step basis with senior high schools being opened in June 2016.

For higher education, higher education schools provide a four-to-six year programs. Before the introduction of the K to 12 Program, students graduate from university in a minimum of 14 years at school. After the introduction, students will need to be at school for at least 16 years until university graduation like their Japanese peers. The first class of elementary school pupils who entered school under the K to 12 Program will graduate from higher education school in 2024, making experts predict the number of graduates from higher education schools will fall sharply particularly in 2022 to 2023, a transitional period.

Independent organization Commission on Higher Education (CHED) is in control of higher education in the Philippines. Higher education schools in the Philippines comprise public and private ones with 70% of higher education institutions being accounted for by private educational institutions. For the academic year 2016–2017, higher education schools overall had 3,589,000 students. By major, business administration topped the list (921,324), trailed by education (740,713), engineering (448,550), IT (398,765) and medicine (203,561) in this order. Compared to other ASEAN states, the Philippines was ranked second in higher education student count, trailing Indonesia. The rate of advancement to higher education is at some 28%, putting the Philippines on par with Brunei, Indonesia, Malaysia and Vietnam.⁸

⁷ JICA : Nomura Research Institute, Ltd. (2015), "Data collection survey for higher education sector in the Philippines"

⁸ CHED, "2017 Higher Education Facts and Figures", <http://ched.gov.ph/2017-higher-education-facts-figures/>

Graduates for academic year 2015–2016 totaled 645,973 with the highest number posted by business administration (185,858), trailed by education (118,567), IT (77,250), engineering (76,423) and medicine (41,805) in this order.

By gender, males accounted for 44.5% of total students for academic year 2016–2017 and females for 55.5% of the total. Males accounted for 41.4% of total graduates for academic year 2015–2016 and females for 58.6% of the total, showing there was almost no disparity between males and females.

1-1-5. Philippine Development Plan

The Duterte administration, which started in June 2016, announced an important socioeconomic policy called “0+10 point Socioeconomic Agenda.” With regard to macro economy, acceleration of infrastructure investment and emphasis on agriculture and rural areas are proposed while following the steady operation policy by the previous Aquino administration. In addition, a long-term vision called “AmBisyon Natin 2040” was adapted in October 2016 showing the policy to aim for income increase and poverty-free society.

Table 4: 0+10 Point Socioeconomic Agenda of the Duterte Administration

| Agenda | Detail |
|---|---|
| Public order improvement | |
| Continue current macroeconomic policies | Maintain fiscal, monetary and trade policies |
| Institute progressive tax reform and more effective tax collection, indexing taxes to inflation | A tax reform package will be submitted to Congress by September 2016. |
| Increase competitiveness and the ease of doing business | Attract business to local cities and ease of doing the business and pursue the relaxation of the Constitutional restrictions on foreign ownership, except as regards land ownership, in order to attract foreign direct investment. |
| Accelerate annual infrastructure spending | Account for 5% of GDP with Public-Private Partnerships playing a key role |
| Increase agricultural and rural enterprise productivity | Promote rural and value chain development including rural tourism |
| Ensure security of land tenure to encourage investments | |
| Invest in human capital development | Include health and education systems, matching skills and training to meet the demand of businesses as well as the private sector. |
| Promote science and technology | Further creative arts to enhance innovation and creative capacity towards self-sustaining, inclusive development. |
| Improve social protection programs | Expand the government’s Conditional Cash Transfer program, to protect the poor against instability and economic shocks. |
| Reproductive health and reinforcement of family planning | Strengthen implementation of the Responsible Parenthood and Reproductive Health Law |

In February 2017, the Philippine Development Plan (PDP) 2017-2022, a medium-term development plan, was approved. Under the plan, it aims to “lay down the foundation for inclusive growth, a high-trust society, and a globally-competitive economy” while “enhancing the social fabric”, “inequality-reducing transformation” and “increasing growth potential” are given as the three pillars of the plan.

President Duterte calls the period up to 2022, when his term terminates, a “golden age of infrastructure” and sets a goal of increasing the infrastructure-related expense to 6 to 7% of GDP by 2022 with a large-scale infrastructure development plan “Build Build Build,” which forms the core of his socioeconomic policy.

1-2. Background and Overview of the Grant Aid

The Philippine economy has been steadily growing in recent years and hopes of achieving further development through the tax reform and the reform in various systems such as the relaxation of restriction on foreign investment proposed by the present administration and infrastructure development are increasing. In addition, “Japan – Philippines Joint Statement on Bilateral Cooperation for the Next Five Years” in October 2017, it was affirmed to further strengthen the "Strategic Partnership" of Japan and the Philippines and to actively extend support to the efforts of the Duterte Administration based on the "Philippine Development Plan 2017-2022." In the statement, as it was mentioned “the Government of Japan will provide academics and government officials of the Philippines, who will play important roles in advancing education and research, with opportunities to acquire higher education degrees by studying in Japanese educational institutions,” the implementation of JDS realizes this policy.

In the Philippines, the ability and systems such as personnel, organizations, institutions, and finances of the government bodies and relevant government agencies are generally insufficient compared with the development issues to be addressed. The biggest issue is to improve the administrative capabilities and to establish the systems.

Under the above circumstances, the Philippine government submitted a request to the Japanese government about the acceptance plan of overseas students for four terms from FY 2019. The development of public servants and other human resources by JDS is expected to contribute to the enhancement of administrative organizations and the solution of development issues.

1-3. Government Officer's Career Path and the Status of Human Resources Development⁹

(1) Administration System and Civil Service System

① Framework of Philippine Administration System

The administrative and governing structure of the Philippines basically consists of four layers: the central government, provinces, cities, and barangays (the smallest administrative unit composing cities). In the national-level governing system, the separation of powers has been established between the central government (administration), the congress (legislation), and the court (judicature) established with the President at the center.

The central government consists of the Office of the President, three Constitutional Commissions, 20 departments, the National Economic and Development Authority in charge of the development policy, and other independent constitutional institutions (such as the Office of the Ombudsman). Each department has local offices in each precinct of the Philippines.

② Framework of Philippine Civil Service System

The civil servant system in the Philippines has been developed and revised based on the framework established during the period of colonial rule by the U.S. The Civil Service Commission (CSC), an independent institution directly under the President which also involves in JDS as a member of the Operating Committee, is responsible for the system. The framework of the civil servant system was prescribed by the Civil Service Act established in 1959 and was later revised with the constitutional amendment in 1987.

③ Classifications of Civil Servants

Civil servants in the Philippines can be divided into two job categories: i) permanent civil servants with security of tenure and without terms of office and ii) non-permanent civil servants without security of tenure and with terms of office. The permanent civil servants have three levels, the First Level, the Second Level, and the Third Level. The promotion and the pay raise are decided based on each job category and level. The total number of civil servants, including non-permanent civil servants, is about 1.12 million, which is about 3% of around 40 million worker population¹⁰ in the Philippines. Most civil servants are in the Second Level with about 530,000 workers or 66% of the all civil servants.¹¹

⁹ Referred to National Personnel Authority, Annual Report FY2014

¹⁰ Philippine Statistic Authority (2016), "Chapter 2: Economically Active Population," *Yearbook of Labor Statistic 2015*, P.20-21

¹¹ Data obtained from Civil Service Commission (CSC) (2017), "State of the HRM in the Civil Service" P.6-11

Table 5: Classes of Positions in the Career Service¹²

| Level | Detail | Principal Duty positions |
|--------------|--|---|
| First Level | <ul style="list-style-type: none"> • Clerical, trades, crafts and custodial service positions. • Involves duties requiring less than 4 years of collegiate studies and; performing tasks in a <u>Sub-professional Non-supervisory</u> or <u>Sub-professional Supervisory</u> capacity. | <ul style="list-style-type: none"> • Administrative Support Position |
| Second Level | <ul style="list-style-type: none"> • Professional, technical and scientific positions performing tasks in a <u>Professional Supervisory</u>, or <u>Professional Non-Supervisory capacity</u>, usually require the exercise of particular profession or application of knowledge acquired through formal training in a particular field. | <ul style="list-style-type: none"> • Technical/Professional Positions • Division Chief / Executive / Managerial Positions |
| Third Level | <ul style="list-style-type: none"> • Career Executive Service (CES), career positions above the Division Chief Level | <ul style="list-style-type: none"> • Undersecretary, Assistant Secretary, Bureau Director, Bureau Asst. Director, Regional Director, Asst. Regional Director, Department Service Chief, Other executive positions appointed by the President |

④ Recruitment

In order to be employed as a permanent civil servant, one needs to pass the competitive examination carried out by CSC (the professional positions employment examination, etc.) and to obtain qualification for employment before passing the employment examination carried out by each government agency. On the other hand, “non-permanent civil servants” are employed by methods other than competitive examinations. The heads of government agencies, contract employees, and fixed-term civil servants employed urgently are such examples.

Those who take the specialist personnel employment examination need to be at least 18 years old and hold Philippine citizenship regardless of academic backgrounds. Applicants for vacancies in the Third Level of permanent civil servants (career executive service) need to obtain qualification especially for high-level management apart from general qualification. This examination is carried out by the Career Executive Service Board under the CSC and consists of a written test, a test of management ability by simulation response, a test of leadership ability, etc., a practical work evaluation, and an interview.¹³

However, according to the statistics of the Career Executive Service Board, the percentage of

¹² CSC (2016), “Revised Qualification Standards for Division Chief and Executive/Managerial Positions in the Second Level, Memorandum Circular”

¹³ Excerpted from Career Service Executive Board (2017) “The CES Written Examination”
<http://www.cesboard.gov.ph/2018/index.php?title=Documents/Eligibility%20and%20Rank%20Appointment/erad.php#>

career executive service occupied by permanent civil servants (career bureaucrats) is 56% while the remaining 44% are occupied by non-permanent officials due to political appointments etc.¹⁴ By the major departments and agencies, the proportion of non-permanent civil servants is high in the Department of Justice (85.7%), the Department of Agriculture (69.5%), the Department of Finance and the Department of Transportation (68.8%), the Department of Social Welfare (65.4%), and etc. In the Philippines, the merit system (performance based system) is set as the basic principle of appointment of civil servants, but in addition to the fact that the non-permanent civil servants are exceptional, it is also said that some issues are derived from a significant change in personnel as well as alternation of the heads of each agency by the change of administration.

⑤ Promotion and Transfer (Career Path)

Recruitment and promotion of civil servants are set out in the “2017 Omnibus Rules on Appointments and Other Human Resource Actions” by CSC. If there is a new vacancy in a department, it is announced on the web site, etc. in principle, and the employees who have the necessary qualification and work in the post directly under the vacant post can apply. The human resource selection committee set in each department and agency carries out the evaluation based on the result of the interview, etc. and the performance evaluation. The basic criteria for judgment are: i) academic backgrounds, ii) job experience, iii) employee performance evaluation for the past five years, and iv) scores in the promotion test.

In the past in the Philippines, those who wished to promote to a Division Chief position or higher were required to obtain a master’s degree. However, due to the system reform in the fiscal year 2016, the completion of a training course offered by CSC is now regarded as an equal qualification. Although there is no special rule about Ph.D. degrees, interviews with the human resources division of government agencies reveal that a Ph.D. degree often works favorably for promotion. In addition, the ability and level required for the Second Level are also prescribed.

Table 6: Summary of Revised Qualification Standards for Division Chief and Executive/Managerial Positions in the Second Level¹⁵

| Category | For Division Chief Position | For Executive/ Managerial Positions (Director or above) |
|-------------|--|---|
| Education | Master’s degree OR Certificate in Leadership and Management from the CSC | Master’s degree OR Certificate in Leadership and Management from the CSC |
| Experience | 4 years of supervisory/management experience | 5 years of supervisory/management experience |
| Training | 40 hours of supervisory/ management learning and development intervention undertaken within the last 5 years | 120 hours of supervisory/ management learning and development intervention undertaken within the last 5 years |
| Eligibility | Career Service Professional/ Second Level eligibility | Career Service Professional/ Second Level eligibility |

¹⁴ CESB (2017) CES Occupancy Figures as of December 28, 2017 and CES Occupancy Statistics Report

¹⁵ CSC (2016), “Revised Qualification Standards for Division Chief and Executive/Managerial Positions in the Second Level, Memorandum Circular”

Table 7: Required Proficiency Level and Capacity for Managerial Positions¹⁶

| Competence | For Division head/ Chief Position | For Executive/ Managerial Positions in the Second Level (Director or above) | | |
|--|--------------------------------------|--|---|---|
| | | Director I~III, Field Director, Asst. Director, Department Manager or equivalent | Director IV, Bureau Director, or equivalent | Asst. Commissioner, executive director, or equivalent, and higher positions |
| Building collaborative and inclusive working relationships | Intermediate | Advanced | Superior | Superior |
| Managing performance and coaching for results | Intermediate | Advanced | Superior | Superior |
| Leading change | Intermediate | Advanced | Advanced | Superior |
| Thinking strategically and creativity | Intermediate | Advanced | Superior | Superior |
| Creating and nurturing a high performing organization | Intermediate | Advanced | Superior | Superior |

⑥ Gender Consideration

Concerning gender disparities in the Philippines in general, according to the “Gender Development Index” estimated by the United Nations Development Programme (UNDP), the Philippines is ranked 116th of 188 countries.¹⁷ In such circumstances, the Philippine government has announced a topic called “Gender and Development” and aims for the increase in female leaders and managers in administrative organizations toward the improvement in gender disparities especially in the political sphere.¹⁸

The percentage of female employees in civil servants is about 53% in the Philippines. JDS in the Philippines has accepted 319 students by 2017 and 59% of them are female students. As the average female ratio for the whole JDS is about 40%, it can be said that the female ratio is relatively high in the Philippines.

(2) Human Resources Development System

The main training organization for civil servants is CSC. It carries out various training in a cross-sectional way over government agencies and concentrates especially on training for candidates for promotion to the upper management and employees in the upper management. As for an executive human resource development institution, the “Development Academy of the Philippines” engages in development of various employees. In the Philippines, training based on competency has been established so that adequate ability development can be carried out according to each government post.

As mentioned above, the qualification for promotion to the Division Chief can be also obtained by completing training by CSC. However, the interviews conducted with government agencies

¹⁶ Same as the footnote 12.

¹⁷ Quoted from United Nations Development Programme (UNDP) (2017), Table 4: Gender Development Index (GDI), Human Development Report

¹⁸ CSC (2017). “Gender and Development Agenda 2014-2016”, *Gender and Development*

reveals that people strongly support the view that wide knowledge and special field acquired by education in graduate schools can lead to contribution in organizations (policy formulation, management within organization, etc.). In addition, there is an increasing demand for more employees with Ph.D. degree especially in departments related to infrastructure.

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

1-4-1. Trends of the Japanese ODA

(1) Overview

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

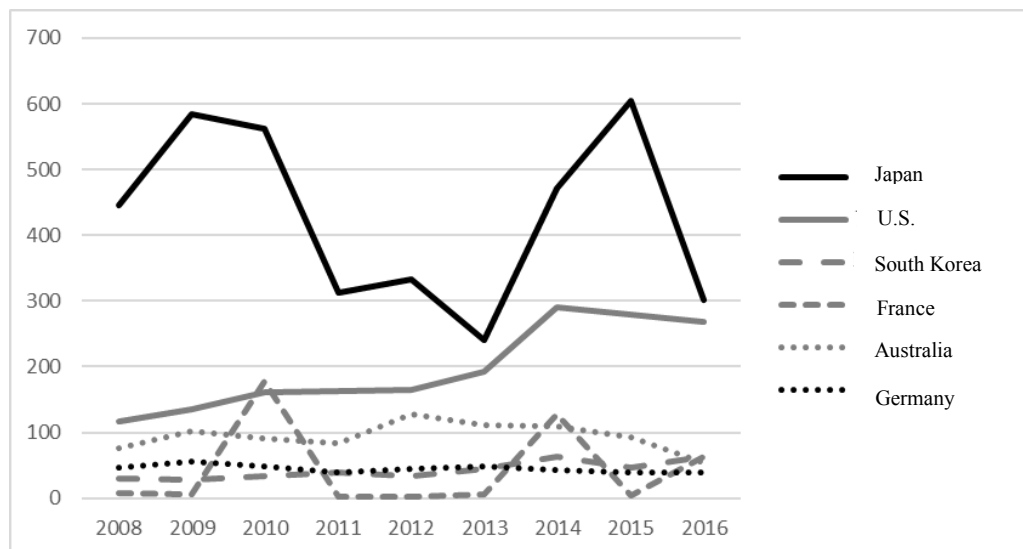
According to the Japanese Country Assistance Policy for the Republic of the Philippines revised in April 2018, as the “Philippine Development Plan (PDP) 2017-2022” aims to “lay a stronger foundation for inclusive growth, a high-trust and resilient society, and a globally-competitive economy toward realizing the vision by 2040,” it is affirmed to implement economic cooperation including its steady implementation as indicated in the “Japan – Philippines Joint Statement on Bilateral Cooperation for the Next Five Years” in October 2017. The Plan indicates that “implementation of the cooperation to realize a stronger foundation for inclusive growth, a high-trust society, and a globally-competitive economy” is given as the basic assistance policy (main target). This target is split into three sub-targets (priority areas of assistance): “strengthening the foundation for sustainable economic growth”; “securing human security for inclusive growth”; and “promoting peace and development in Mindanao.” Under that, each cooperation program is formulated and implemented.

JDS in the Philippines is situated as a project contributing to the development issue “strengthening the foundation for sustainable economic growth” in the priority area “enhancement of industrial promotion/enhancement of public administration and finance” in the rolling plan set under the Country Assistance Policy for the Republic of the Philippines.

Table 8: Country Assistance Policy for the Philippines by the Japanese Government

| Basic Assistance Policy | Priority Area | Development Issue |
|--|--|--|
| Implementation support to the realization of “inclusive growth, a high-trust and resilient society and a globally-competitive economy” | Strengthening the foundation for sustainable economic growth | Development of high quality infrastructure for sustainable growth |
| | | Enhancement of law enforcement capacity through security and terrorism countermeasures |
| | Securing human security for inclusive growth | Disaster risk reduction and management |
| | | Improve agricultural productivity |
| | | Increase added value |
| | Promoting peace and development in Mindanao | Safety net maintenance |
| | | Promoting peace and development in Mindanao (Establishment of peace in conflict-affected areas) |

The table below shows the transition of aid record to the Philippines by main donors in the recent years. Japan contributes to the development of the Philippines as the biggest donor of the OECD countries. Japan is the top donor in the total expense in bilateral aid.¹⁹



**Figure 3: Total Sum of Bilateral Aid Expenditure to the Philippines
(U.S. dollars in millions)**

(2) Projects Implemented by JICA

Based on the Japanese Country Assistance Policy for the Republic of the Philippines, JICA carries out cooperation with an emphasis on i) achieving sustainable economic growth through further

¹⁹ OECD Stat (2017) ODA Total, Gross disbursements, <http://stats.oecd.org/>

promotion of investment, ii) overcoming vulnerability, and iii) support for peace process in Mindanao conflict-affected region. One example of recent characteristic cooperation is the transport infrastructure area, which is considered to be important in the Philippine development policy as well. Specifically, JICA supported the development of the “Cooperation Roadmap for Quality Infrastructure Development in the Transport Sector in Metropolitan Manila Area” in 2014. JICA decided to provide comprehensive cooperation to deal with the urbanization of Metro Manila and especially traffic jam becoming chronic and serious. In March 2018, a loan agreement was concluded between the two governments for the “Metro Manila Subway Project (Phase 1)” toward the development of the first subway in the Philippines. Many projects are planned to be implemented in the future.

In the field of disaster prevention, JICA cooperates in the establishment of a safe and tough country through river improvement work and the development of the forecast and alarm system which also contribute to improve the investment environment. As for support for Mindanao, apart from technical cooperation for the peace process support, financial support for promotion of private economic activities toward the increase in employment opportunities is provided as well.

1-4-2. Japanese Government’s Scholarship Programs

(1) Overview

As of May 2017, the total number of students from the Philippines staying in Japan who are funded either privately or by the government is 1,806,²⁰ of which 621 students are registered in undergraduate or graduate courses of universities and 1,185 students are registered in Japanese schools, vocational schools, and etc.

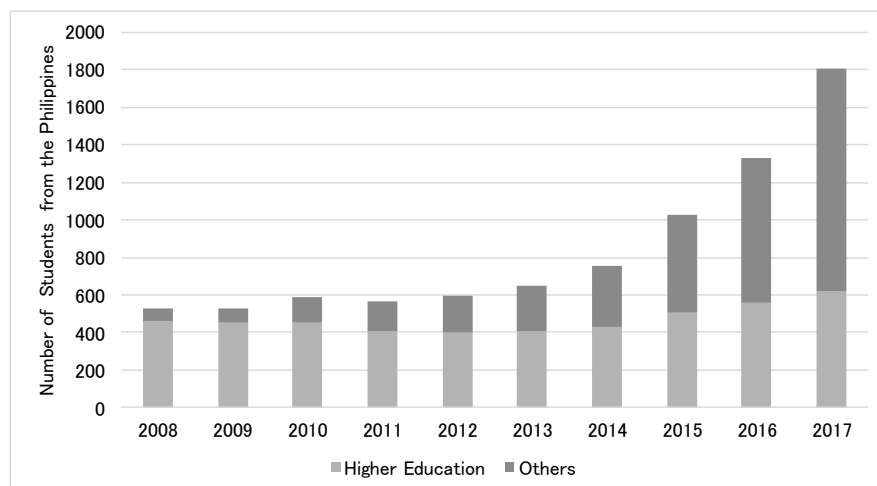


Figure 4: Number of Philippine students to Japan (past 10 years)

²⁰ Japan Student Services Organization (JASSO), “Transition of the number of Philippine students in Japan from FY2008 to FY2017” (Sorted by national/private expenditure and respective educational stages)

The total number of Philippine students has been increasing especially since 2012 and the number exceeded 1,000 in 2015. As for the number of foreign students studying in Japan in the past five years, the Philippines has been taking the 14th or the 15th place. While the number of students studying in Japanese language schools is prominently increasing, the number of students registered in higher education institutions is also increasing. In the past three years, the annual increase rate of the students in higher education institutions has been over 10%.

The following institutions carry out projects of the Japanese government to support Philippine students to study in Japan. The projects which are primarily targeted at master's programs likewise JDS are the government scholarship program for research students by the Ministry of Education, Culture, Sports, Science and Technology and the scholarship programs through contribution from the Japanese government to international organizations. The table below shows the outline of such programs.

Table 9: Japanese government's scholarship programs

| Organization | 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 Ph.D.) Program | To support outstanding researchers from Asian and African nations in obtaining Ph.D. from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries. |
| Ministry of Foreign Affairs (MOFA) | Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP) | To provide <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. |

| | | |
|------------------------------------|--|---|
| Ministry of Foreign Affairs (MOFA) | 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. |
| | 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 Ph.D. course in any university in Japan (not specified). 14 Philippine scholars studied through Partnership Track from 2011 to 2016 and 11 of them have completed respective Master's degree programs. |
| 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 Ph.D. 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 12 months. |

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

Japanese-government-sponsored scholarship programs for international students including the Philippines started in 1954. Young Leaders Program (YLP) and Research Student are scholarship programs of graduate school same as JDS. The number of research students, including students in master's program, from the Philippines in the past 10 years is as follows.

Table 10: Overview of Research Student and YLP in MEXT Scholarship Program

| Program | Research Student | Young Leaders Program (YLP) |
|--------------------------------------|--|--|
| Purpose | Promote the international cultural exchange between Japan and other countries, cultivate 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. | Invite young public servants, etc. that are expected to play an active role as future national leaders in Asian countries to Japan, create a human intellectual network of leaders etc. of countries throughout the world by deepening the understanding of Japan, and contribute to the construction of friendly relations between countries including Japan and improvement of policy formulations functions. 1 year Master's degree course. |
| Establishment Year | 1954 | 2001 |
| Fields of study | All fields which Japanese graduate schools offer | Business Administration (Hitotsubashi University), Law (Kyushu University), Public Administration/Local Governance (National Graduate Institute for Policy Studies: GRIPS) |
| Language | Japanese or English | English |
| Fixed number of places | Not fixed | Not fixed |
| Main qualifications and requirements | Age: under 35 Work Experience: no experience is required. (Undergraduate students can apply.) | Age: under 40 or under 35 (depending on fields of study) Work experience: 3-5 years of professional work experience in the related field |
| Selection Procedure | Recommendation and selection by Japanese embassies, and recommendation by Japanese universities | Based on recommendations from the recommending institutions of the target country, document screening at Japanese accepting universities, and final selection by MEXT YLP Committee |

(3) Overseas studies scheme under ODA

As for overseas study schemes by ODA, JICA dispatches long-term trainees within the framework of technical cooperation. The “ASEAN University Network/Southeast Asia Engineering Education Development Network (AUN/SEED-Net) Project Phase 3” offers academic degree programs mainly for young teaching staffs in the ASEAN member universities. There are three ASEAN member universities in the Philippines: the University of the Philippines Diliman, De La Salle University, and Mindanao State University - Iligan Institute of Technology. The total number of students to Japan or other ASEAN nations dispatched within the framework of AUN/SEED-Net between 2001 and 2016 is 1,285, of which 46 are students from the Philippines. 28 students were dispatched from De La Salle University, 14 from the University of the Philippines and 4

from Mindanao State University, which joined the project from Phase 3.²¹

In addition, a course called the Global Public Leadership Program has started quite recently. In this program, two-year master's programs and three-year Ph.D. programs are offered by the host universities. It is planned that 40 students from the whole ASEAN including the Philippines are going to study in graduate schools in Japan annually.

1-4-3. Cooperation and exchange with private sectors

As of 2016, 1,440 Japanese companies are expanding their business into the Philippines. The number has increased about 2.3 times in the last 10 years.²² The number of Japanese companies (bases) in each foreign country (or region), the Philippines takes the 8th place in the world following China, India, Thailand, Indonesia, and Vietnam in Asia. Since the Philippines has stable economic growth rate, young and abundant labor force with English communication skills, and low wages, the country is gathering attention as an attractive market.

As the Japanese Prime Minister Abe visited the Philippines in January 2017 after the Duterte administration took office, 1 trillion yen economic assistance in five years (ODA, private investment, etc.) and the establishment of the “Japan-Philippines Joint Committee on Infrastructure Development and Economic Cooperation” were announced. President Duterte visited Japan in October 2017 and 20 companies have promised investment equivalent to about 6 billion U.S. dollars. In this way, it is expected that the investment of Japanese companies to the Philippines is gaining momentum.²³ In the “golden age of infrastructure” under the Duterte administration, the entry of private companies in infrastructure-related business is expected to increase.

1-5. Trends of Other Donor's Aid

Many other scholarship opportunities are offered to civil servants in the Philippines. The main donors of the scholarship programs with similar characteristics to JDS include Australia, the United States, the United Kingdom, New Zealand, Asian Development Bank, and International Monetary Fund. Among them, Australia Awards Scholarship is JDS's biggest competitor, according to the result of a survey of the government agencies.

²¹ JICA, “AUN/SEED-Net Annual Report 2016-2017”

²² According to “JETRO Basic Information & Summary of the Philippines” and the hearing conducted at JETRO Manila Office, July 2017

²³ NNA ASIA, “20 Japanese firms planned a \$6 billion investment”, <https://www.nna.jp/news/show/1708595> (accessed on May 1st 2018)

Table 11: Other Donor's Scholarship Programs in the Philippines

| Program | Target | Degree | Field of study | Slot |
|-------------------------------|----------------------------------|--------------------------|---|-------------------------------|
| Australia Awards Scholarship | Civil Servant/ General Public | Master's Degree | Economic Development, Mathematics, Finance, Trade, Business, Agriculture, Governance, etc. | Approximately 100/year |
| Fulbright Scholarship Program | Open Application | Master's Degree/Ph.D. | US Study, Environment, Human Rights, Governance, Public Administration, Peace Study, International Relations, Economics, Law, Public Hygiene, Industrial Promotion, etc. | Approximately 7 to 10/year |
| Chevening Scholarships | Open Application | Master's Degree | Climate, Education, Environment, Infrastructure, STEM, Urban Planning, Public Management, etc. | 27 (FY2017) |
| KOICA Scholarship program | Civil Servant or Researcher | Master's Degree | Select from 20 programs provided by partner universities | 2 to 4/year |

Australia Awards offer both short-term and long-term programs, which granted scholarships to the total of 4,031 individuals from 60 developing countries across the world in 2018, an about 7% increase from 3,769 in 2017. Among them, 1,273 people were awarded with “Australia Awards Scholarship,” with which they could earn a degree.²⁴

The Australian Government started scholarship programs for people in the Philippines in the 1950s, which have so far given more than 2,500 Filipinos opportunities to study in Australia. As of February 2018, the number of the scholarship recipients from the Philippines who are studying in Australia is 158, all of whom are undertaking postgraduate courses. The Philippines stands fourth in number in the overall 2,600 recipients, with Indonesia ranking top, Vietnam second, which is followed by Papua New Guinea. The top five nationalities including Bangladesh which is placed fifth account for about 60% of the total. Also, female awardees outnumber males (92 females and 66 males).

Australia Awards Scholarships in the Philippines is managed by Australia Awards and Alumni Engagement Program. Consultants to manage it are decided upon a public announcement.

According to the executive office, the number of people who receive the scholarships varies each year, but it has been between 60 and 100 over the past several years. The fiscal 2019 expects 95 individuals to be accepted in the program, and applicants can apply for the scholarships either in “Open Category” (for which everyone is eligible to apply) or “Targeted Category” (for which only applicants belonging to designated universities or government agencies can apply). The

²⁴ Australian Government, Department of Foreign Affairs and Trade (2018), Australia Awards Statistical Profile: February 2018

scholarships offer both master's and Ph.D. programs, and the stint for master's programs which used to be a year has been extended to 1.5 to 2 years. The term for Ph.D. programs is 4 years. In master's programs, however, the study period can be shortened by cross-recognition of credits, to a year at the shortest, provided that the recipient has business experiences in the related field and gets certified by the accepting Australian university.

One of the characteristics of the scholarship program is its mentorship. Applicants and recipients can get necessary information from mentors in the affiliations as well as ask them questions and seek their advices when needed. This enables the organizations to keep contacted with the applicants throughout the term abroad, building relationships which contribute to facilitating follow-ups after the recipients return.

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

Survey of the target organizations was conducted with the questionnaire and interviews, in order to validate the situation of target organizations such as the necessity of human resource development in priority area/development issue and the number of potential JDS candidates.

(1) Questionnaire overview

From January to June 2018, questionnaire and interview surveys targeting main government agencies and assumed target organizations were carried out. (Targeted at 33 agencies and organizations) Based on the analysis of existing materials available in Japan, a field survey was conducted in the Philippines from January to March 2018 aiming at visiting main target organizations and interviewing them on their needs regarding human resource development as well as their development issues. Some advices concerning value-added programs and expectations towards JDS were given from JDS returned fellows who experienced studying in Japan.

(2) Findings of both Surveys

① Development issues and needs for human resource development

Priority areas and development issues confirmed by the questionnaire survey and interviews are summarized in the table 12.

Table 12: Priority Areas and Development Issues in Major Organizations

| Organizations | Human Resource Development Needs |
|---|---|
| National Economic and Development Authority | Economic growth, poverty reduction, infrastructure development related fields (statistics, economic development, engineering etc.) |
| Department of Trade and Industry | SMEs industry promotion, trade negotiation |
| Department of Transportation | Transportation engineering, environment and transport development |
| Department of Finance | Improvement of economic, financial and administrative capacity |
| Department of Labor and Employment | Industry promotion related (economics etc.) |
| Department of Public Works and Highways | Engineering fields related to infrastructure development, traffic engineering, architectural engineering, flood control, erosion control engineering, management department |
| Bangko Sentral ng Pilipinas | Economics, finance, statistics/mathematics, governance, public policy, administrative and public management, business management, law, human resource development, IT |
| Department of Science and Technology | Fields related to science and technology promotion (engineering etc.) |
| Department of Agriculture (including attached agencies) | Fields related to agriculture, forestry, and fisheries |

② Needs for Ph.D. program

According to answers to the surveys from 33 organizations, 21 out of them said they needed Ph.D. programs. The needs are high especially in organizations which have technology and R&D departments, including Department of Public Works and Highways which said they wanted to increase human resources capable of contributing to infrastructure development in the Philippines through enhancing their research capabilities and abilities to put plans into practice. In addition, with more and more public servants holding master's degrees year by year, many government agencies answered they wanted to reinforce their organizational strength through obtaining Ph.D. degrees.

③ Scholarship programs sponsored by other donors

Many of the target organizations also utilize other Japanese scholarship programs than JDS or send their staffs to study abroad in countries such as Australia, Britain, and Korea. The result of the interviews with the government agencies is summarized as follows. Australia has by far the largest percentage by destination, followed by the United Kingdom, Korea, Singapore and other countries.

Table 13: Study abroad destination of Philippine public servant other than choosing JDS

| Organization Responded | Scholarship Program other than JDS |
|---|--|
| Department of Finance | Australia (Australia Awards Scholarship), UK (Chevening), IMF Scholarship, World Bank Scholarship, Singapore, South Korea (KOICA), Japan, etc. |
| Department of Labor and Employment | Australia, UK etc. |
| Department of Public Works and Highways | Australia, South Korea, New Zealand etc. |
| Department of Trade and Industry | Australia, UK, Singapore (Lee Kuan Yew Public Policy Course), South Korea, Japan, Germany etc. |
| Department of Transportation | Singapore (short-term course only) |
| Department of Budget Management | Australia Singapore |
| Department of Education | Thai Government Scholarship, Indonesian Government Scholarship, Singapore |
| Department of Energy | Singapore, Australia, Thailand, India |
| Department of the Interior and Local Government | Australia, South Korea |
| Department of Law | South Korea, Malaysia |
| Department of Science and Technology | Malaysia, Taiwan, USA |
| Department of Social Welfare and Development | Currently nothing particular. In the past Australia, EU scholarship etc. |
| Department of Tourism | Only JDS (Malaysia, Korea, China etc. in the short term) |
| Department of Agriculture | Only JDS |
| National Economic and Development Authority | Australia, UK, Thailand, Malaysia, India, Singapore, Korea, Japan, etc. |
| Bangko Sentral ng Pilipinas | Asian Development Bank, IMF, UK, USA (Fulbright), Malaysia, South Korea, Singapore (Lee Kuan Yew) |
| Commission on Audit | Australia, Asian Development Bank |
| Office of the Ombudsman | Australia |
| Office of the President | Australia, India, Malaysia, Singapore |
| Senate | Australia, UK, New Zealand, Singapore, Belgian Government Scholarship, South Korea, Japan |
| Bases Conversion and Development Authority | Australia, Germany, Switzerland, Thailand, Singapore |

④ Demands for JDS

(a) Review of Age Requirements

Some of the government agencies visited for the survey requested that the age requirements should be eased or removed since the staff were often 40 years old or above, although those organizations were gradually resuming recruitment of younger staff.

In JDS before FY 2016, although it was supposed to be "under the age of 40 in principle", a candidate aged over 40 satisfying certain conditions was qualified and treated as a special case. However, based on the purpose of JDS, namely the development of young public servants, exceptions are not allowed from FY 2017 onwards. It is therefore necessary for the target departments and agencies to seek their understanding of the purpose of JDS and to cooperate with young staffs within the organizations in addition to encouraging them to apply for JDS.

(b) Review of Study Periods

Some government agencies mentioned they would prefer 1-year programs to 2-year programs if possible, due to a shortage of staff in the offices.

On the other hand, there are no accepting universities offering a one-year course for the next 4 batches, all of which will be a two-year program. According to the comments given by JDS returned fellows, not only did they obtain a master's degree but also they could learn deeply about Japan as they pursued the program of two years. In addition, some of them also commented that the experience cultivated in Japan will certainly be utilized after their return to the Philippines. From these points, it is necessary to appeal to the partner departments with regard to benefits of the two-year program and to the effect that it is possible to expect a return commensurate with JDS's investment in human resources for two years while it is also needed to continue asking them to keep on participating in JDS.

(c) Measures for Retaining Returned Staff

Some government agencies shared their awareness of problems regarding departure of the civil servants after studying in Japan. Although the Scholarship Service Contract signed by scholarship recipients and their organizations before the study starts requires them to be reinstated in the organization for a certain period, some JDS returned fellows choose to leave the jobs after completing the set period to work for international organizations or foreign companies which offer better treatment. Therefore, it is a challenge for them how to retain those returned officers within the organizations.

⑤ Additional Programs

(a) Practical Training

There were calls for practical training to be combined with academic programs at universities, such as internships in government agencies and private companies. Some returned officers who had studied in Japan mentioned that the recipients would need practical training to learn how to command knowledge in actual situations through not only learning it but also practicing it, whether they were engineers or administrative officials.

(b) Opportunities to Build Up Network Connections

It was found out many government agencies considered building up network connections in

addition to academic learning to be advantages of overseas experiences. It is expected that the scholars provide their organizations with multilayered benefits through their duties after returning home, using a wide range of knowledge they acquired in postgraduate studies, the points of view they expanded through opinion exchanges with various people, and the network connections they created during the study period.

Chapter 2. Contents of JDS

2-1. Overview of JDS

JDS is a grant aid project that provides scholarships to international students from partner governments with purpose on developing human resources who can be expected to play central roles in policy making and implementation for socio-economic development of the developing countries. It was established in FY 1999 under the Japanese government's "100,000 International Students Plan."

When JDS started, the purpose was to build the international student's individual capacity, however, it gradually switched into a current system starting from FY 2009 so as to differentiate it from other scholarships program, which has its purpose on administrative capacity building of those developing countries targeting at human resources who can be expected to formulate policies for solving each country's development issues. Unlike the conventional international student program for supporting individuals, this system is characterized by focusing on developing human resources engaging in the priority areas (Sub-Programs) that are selected through discussions between target countries and Japanese related parties.

On the basis of the above mentioned aim and features of JDS, the preparatory survey team investigates human resource development needs corresponding to the concerned Sub-Programs established based on the national development plan of the target country and Country Assistance Policy for the Philippines by the Japanese government, and existence of potential candidates at expected Target Organizations and others. Further, based on the result of the said survey, the survey team formulates the scale of JDS 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 14 shows the JDS priority areas and key development issues and expected degrees identified on the basis of the field survey conducted in January 2018.

Table 14: Sub-Program, Component and Expected Research Topic

| Sub-Program | Component | Expected Research Topic |
|--|--|--|
| 1. Public Policy • Science and Technology for Sustainable Economic Growth | 1-1. Enhancement of Public Administration and Finance | Public policy in general (other than industrial policy), law, public fiscal management |
| | 1-2. Enhancement of Industrial Promotion | Promotion of investment and trade, automobile industry, IT industry, SME promotion |
| | 1-3. Improvement of Transportation Infrastructure Development | Urban planning, traffic planning, traffic engineering, etc. |
| 2. Overcoming Vulnerability and Stabilizing bases for Human Life and Production Activity | 2-1. Disaster Risk Reduction and Management | Weather, marine weather, earthquake, tsunami, volcano, disaster prevention policy, coastal engineering, flood control, erosion control, etc. |
| | 2-2. Environmental Management, Infrastructure Development in Regional Cities | Construction engineering (water and sewerage commission), environmental sanitation engineering, climate change countermeasures, etc. |

(1) Component and Research Theme

In the field survey conducted in January 2018, the Japanese framework scheme was proposed with explanation regarding the change of Sub-Program and Component from the current second phase. In particular, while adding "Disaster Risk Reduction and Management" and "Environmental Management" as new Components, "Regional Development Administration in Mindanao/Support for Establishment of Bangsamoro Autonomous Government," the Sub-Program which has been set independently until the second phase, will not be established as the Component on the assumption that human resources who are responsible for the development of the area will be able to apply any Component based on their own needs. In consequence, it was approved by the Philippine side.

(2) Target Organizations

The survey team presented a list of government agencies and organizations on which more focus should be put in recruitment activities as key organizations, and obtained their consent, although all other organizations would also be eligible to apply for the programs as in the current phase.

Table 15: Expected Main Target Organizations

| Sub-Program | Component | Main Target Organizations |
|--|--|---|
| 1. Public Policy • Science and Technology for Sustainable Economic Growth | 1-1. Enhancement of Public Administration and Finance | National Economic and Development Authority, Department of Finance, Department of Labor and Employment, Department of Budget and Management, Bangko Sentral ng Pilipinas, Civil Service Commission, Department of Foreign Affairs, Philippine Overseas Employment Administration etc. |
| | 1-2. Enhancement of Industrial Promotion | Department of Trade and Investment, Board of Investment etc. |
| | 1-3. Improvement of Transportation Infrastructure Development | Department of Transportation, Department of Public Works and Highways, National Economic and Development Authority etc. |
| 2. Overcoming Vulnerability and Stabilizing bases for Human Life and Production Activity | 2-1. Disaster Risk Reduction and Management | Department of Science and Technology, Philippine Atmospheric Geophysical and Astronomical Services Administration, Philippine Institute of Volcanology and Seismology, Office of Civil Defense, Department of Public Works and Highways, etc. |
| | 2-2. Environmental Management, Infrastructure Development in Regional Cities | Department of Environment and Natural Resource, Department of Public Works and Highways, Local Waterworks and Utilities Administration, Metropolitan Manila Development Authority/Metropolitan Waterworks and Sewerage System, Water Districts, etc. |

(3) Number to be Accepted

The survey team explained that the scholarships would be awarded to 20 fellows per year for its master's programs, just as many as in the current phase, and to 2 more fellows for newly-added Ph.D. programs. NEDA, as co-chair of JDS for the Philippine side, pointed out that the number was too small and strongly requested for increasing it, considering the needs for human resource development required for implementing important policies (including human resources development necessary for realizing Japan's development cooperation and economic support), deeper political, economic and human relationships establishment between the two countries, and the economic scale and population size of the Philippines. Moreover, although it is based on the budget situation of Japan's grant aid cooperation and allocation per country, it is necessary to prepare for data collection etc. which is backed up in case of the possibility of realization come out.

(4) Accepting Universities

Prior to the preparatory survey, JICA presented assumed target areas and development issues of JDS in the Philippines to universities that have accepted JDS fellows in the past and those who wish to newly accept, and collected proposals on the countries/issues from which they wish to accept fellows. As a result, 39 proposals in total were submitted from 19 universities or 23 graduate schools.

Based on evaluation procedure, JICA Headquarters and JICA Philippine 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. After that, during the preparatory survey phase, the survey team met the Philippine government 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.

The Embassy of Japan in the Philippines, the Japanese-side co-chair of the Operating Committee, also requested to offer wider choices of accepting universities to make JDS more attractive. After having discussions with the Philippine side, it was agreed on the accepting universities and accepting numbers as follows.

Table 16: Accepting Universities of JDS in the Philippines

| Sub-Program | Component | Universities | Slot |
|--|--|--|------|
| 1 Public Policy • Science and Technology for Sustainable Economic Growth | 1-1 Enhancement of Public Administration and Finance | Meiji University (GS of Governance Studies) | 2 |
| | | International Christian University (GS of Arts and Sciences) | 2 |
| | | International University of Japan (GS of International Relations) | 1 |
| | | Hitotsubashi University (School of International and Public Policy) | 1 |
| | 1-2 Enhancement of Industrial Promotion | Kobe University (GS of International Cooperation Studies) | 2 |
| | | International University of Japan (GS of International Relations) | 1 |
| | | Rikkyo University (GS of Business) | 1 |
| | 1-3 Improvement of Transportation Infrastructure Development | Yokohama National University (GS of Urban Innovation) | 2 |
| | | Hokkaido University (GS of Engineering) | 2 |
| | | Hiroshima University (GS for International Development and Cooperation) | 1 |
| | | Nagoya University (GS of Environmental Studies) | 1 |

| | | | |
|---|---|--|---|
| 2 Overcoming Vulnerability and Stabilizing Bases for Human Life and Production Activity | 2-1 Disaster Risk Reduction and Management | Yokohama National University (GS of Urban Innovation) | 1 |
| | | Nagoya University (GS of Environmental Studies) | 1 |
| | 2-2 Environmental Management, Infrastructure Development in Regional Cities | University of Tokyo (GS of Engineering) | 2 |

(5) Consideration of Accepting JDS Fellows to Ph.D. Programs

Establishing Ph.D. slots will likely allow future leaders with good understanding on Japan developed in the country to play a leading role in advancement endeavors in the Philippines at a higher level after obtaining a master's degree.

In discussions with the Philippine side, at the current trial stage, they understood that the condition that JDS returned fellows in the existing phase could reapply two years after their return in principle. On the other hand, target government agencies said they could apply for another scholarship only after having completed their reinstatement tenure (usually twice the studying period) obliged after finishing master's programs. This matter will be discussed with appropriate conditions of entry based on the expected number of applicants, in the first meeting of 2018 Operating Committee.

(6) Other

It was requested by the Philippine side that the Operating Committee Members should visit the accepting universities in Japan at the aim of exchanging opinions with academic advisors including JDS fellows, conducting a monitoring of JDS, and establishing relations between the members and the universities/the graduate schools. In addition, it was pointed out that evaluation by a third party should be carried out so as to confirm the impact of JDS implemented and reinforcement of follow-up activities after returning home. The monitoring of project progress and results by the Philippine side leads to an organizational/national level approach that goes way beyond the level of respective JDS fellows. As it can be one of the important attempts towards the achievement of JDS's outcome, it is necessary to proceed with the content review for the realization and effective implementation of above-mentioned suggestions. Implementation System of JDS

2-1-2. Implementation System of JDS

① Operating Committee Members

The Operating Committee consists of members from both the Philippines (NEDA, CSC, DFA) and Japan (the Embassy of Japan in the Philippines and JICA Philippines Office) as in the second

phase and that the members discuss and decide JDS's implementation and operation policies.

Table 17: Operating Committee Member

| Country | Role | Member |
|-----------------|----------|---|
| Philippine Side | Co-chair | National Economic and Development Authority |
| | Member | Civil Service Commission |
| | Member | Department of Foreign Affairs |
| Japan Side | Co-chair | Embassy of Japan in the Philippines |
| | Member | JICA Philippine Office |

② Role of Operating Committee

In the Philippines, collaboration with each other for recruitment is conducted, including making approaches from the Operating Committee members to each office and network, carrying out promotional activities through radio targeting civil servants, providing pre-training courses (Japanese language), arranging a courtesy call on the ambassador before going to Japan, and sending letters to government agencies notifying them of the recipients' return before they complete the terms. The Operating Committee has been discussing matters concerning better program management and acquisition and selection of applicants, without becoming an empty formality. It is expected that continued cooperation can be provided in the third phase as well.

From now on, further cooperation is needed to approach government organizations, especially central departments and agencies, in order to not only determine recruitment policies and final candidates but also secure excellent candidates in terms of quality and quantity, which is one of the challenges of JDS in the Philippines. In addition, the Operating Committee has as its members NEDA which plays a pivotal role in development and CSC which coordinates personnel affairs of civil servants. Therefore, for better follow-ups, we expect initiatives to be taken to create an environment where returned fellows can further display their abilities, with strong backing from those organizations.

2-1-3. Basic Plan for Sub-Programs (Master' Program)

Based on the framework agreed upon during the field survey in January 2018, the Basic Plan was drafted in each of the JDS priority areas (Sub-Programs) and the consultant presented it to the Operating Committee members. Each Basic Plan outlines the objectives and evaluation indicators and also describes the role of JDS in the context of development policy in the Philippines in each of the JDS priority areas. In addition, it sets out the principles and a summary of the history of aid provided by Japan, and describes the initiatives undertaken by the accepting universities. JDS fellows for four batches will be formulated as a single package or phase. They are sent under the same Sub-Programs/Components, Target Organizations and accepting universities for six years, in accordance with the Plan. This approach is designed to boost the policy-making and administrative competencies of core personnel and in turn enhance the policy-making capacity of

Target Organizations.

Details of eligibility will be approved at the first Operating Committee of FY 2018. Especially, it was found that a strong demand in the target government agencies for removing or relaxing the age limit due to the personnel structure within those offices. To respond to this, a special measure had been taken until fiscal 2016 to accept applicants of up to 43 years old with certain conditions. Since fiscal 2017, as the age limit returned to the principle (under 40 years old) upon the decision of tightening the requirement by the Operation Committee, it will be implemented based on this decision.

Table 18: Applicant Eligibility of JDS in the Philippines

| Points | Details (Tentative) |
|---------------------|---|
| Nationality | Citizen of the Republic of the Philippines |
| Age | Between 22 and 39 as of April 1st in the year of dispatch |
| Academic Background | Possess a bachelor's degree from universities relevant to the target field |
| Job Category | Currently employed in the Target Organizations (including attached Agency/ Organization) with permanent status |
| Work Experience | Have 2 years of work experience, particularly in work relevant to the selected Component, at the time of application |
| English Proficiency | Have 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, and should have a strong willingness to work for the development of the Philippines and contribute to the friendly relations between the Philippines and Japan after their return. |
| | Have a performance rating of at least 'Very Satisfactory' for the last 1 year in the organization |
| | Must not be serving in the military |
| | Must be in good health, both mentally and physically |

2-1-4. Considerations Regarding Acceptance into the Ph.D. Program

As a part of the preparatory survey, the survey team researched the needs for Ph.D. program to produce higher-level human resources. The following objectives and points about the basic policy were taken into consideration in conducting the research.

① Objective

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

develop truly leaders with good understanding on Japan in the target countries by establishing a deeper relationship with Japan through consistent study in the master's and Ph.D. programs.

② Basic policy

The admission is in autumn of the second year of each batch. The slot is set as 10% at the maximum of the initially assumed slots for master's program. A fellow will be sent only when there is an appropriate personnel and the slot does not have to be filled if there is not such personnel.

③ Acceptance and Treatment

The support period of scholarship is three years at the maximum. It is recommended that participants to stay in Japan for two years and return to their country in the third year, the final year, to write their dissertation. The scholarship during their stay in Japan is equivalent to that of Ph.D. students studying with the Japanese Government Scholarship.

④ Recruitment / Selection Method

Applicants for the Ph.D. program are recruited and selected separately from those for the master's program, and determined by the Operating Committee. Applicants must obtain the approval from the accepting universities together with the necessary documents including the guidance plan and letters of reference in advance, and submit a set of application documents accompanied by their research plans. The selection is done by the JDS Operating Committee.

It was explained to the Philippine side that the Ph.D. program should be introduced based on the relationship between Target Organizations' needs and career development (promotion), and that there should be maximum two slots per each batch. Applicant eligibility for Ph.D. program will be discussed in the first Operating Committee as well as the master's program.

Table 19: Considerations regarding Accepting into the Ph.D. Program

| Points | Details (Tentative) |
|---------------------|--|
| Age | Under 40 years old (as of April 1st in the year of dispatch) |
| Academic Background | Have obtained a master's degree through JDS |
| Job Category | Currently employed by the Philippine government with permanent status |
| Work Experience | Obtain a master's degree through JDS and have at least 2 years of professional experience after having completed the reinstatement period of previous study/training |
| English Proficiency | Have proficiency in English, sufficiently fluent for achieving a doctoral degree in Japan |
| 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 |
| | Must not be serving in the military |
| | Must be in good health, both mentally and physically |

Especially, just like the master's programs, it is considered that the age requirement needs to be argued. The number of the target groups estimated from the current affiliates and numbers of JDS

returned fellows is shown below.

In the interview survey with the government agencies, many said the JDS returned fellows could apply for another scholarship program only after having fulfilled the reinstatement contract according to the rule of each office. Under a scholarship contract between a recipient and the organization s/he belongs to, the recipient who takes a one-year program is usually required to be reinstated after returning and work there for two years, which means that a two-year program would impose a four-year reinstatement obligation.

Among the JDS returned fellows who were reinstated as civil servants as of the date of the preparatory survey in question, the number of returned fellows who have worked more than four years after returning will be 175 in April 2019, who studied in the 1st to 10th batch. The number of those who are under 40 years old, however, will be only 53, or about 30%. Suppose that the age limit is raised to under 45 years old, the number of the qualified will be doubled. Thus, it is worth considering setting the age requirement to be under 45 years old and selecting promising and potential human resources from a wider pool of candidates.

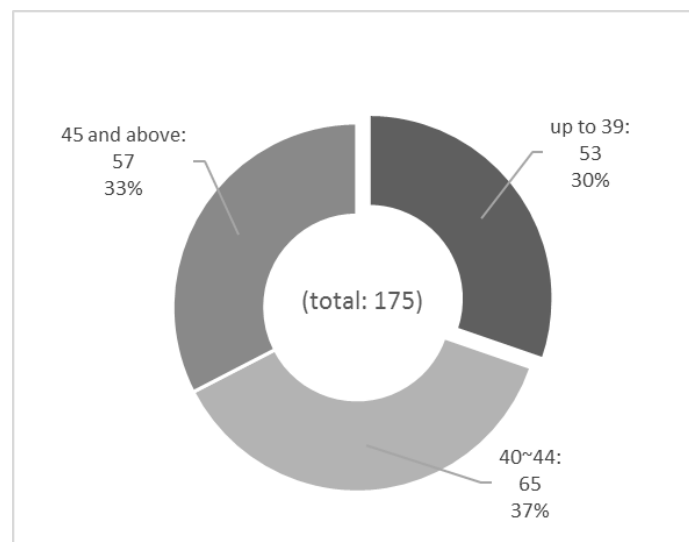


Figure 5: Number of JDS returned fellows (1st to 10th) working at government by age group²⁵

²⁵ The calculation is made by the survey team. Among the JDS returned fellows of between the 1st batch (arriving in Japan in 2003) and the 10th batch (arriving in Japan in 2012), 175 fellows are counted, excluding those who had transferred to private companies or international organizations as of the date of the preparatory survey. The ages as of April 1, 2019, are used assuming it to be the year of arrival in Japan for the 1st batch fellows of the Ph.D. programs.

2-2. Obligations of Recipient Country

During the period of recruitment and selection of JDS fellows, NEDA takes a main role in planning, implementation, management and supervision of JDS as a co-chair of the Operating Committee. They ask main government organizations related to each Sub-Program for cooperation to disseminate the information about JDS and promote application.

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

After the JDS fellows return to the Philippines, taking into consideration that main objectives of JDS which include contribution of the JDS returned fellows to solving development issues of the country as well as the development of the human network, the Philippine government 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 for them to make efforts to let JDS fellows return to their previous job or have a position in a key government organization where they can utilize their experience in Japan.

2-3. JDS Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement JDS from FY 2019 onwards as the result of the preparatory survey, the project will presumably be implemented for the next four batches according to the schedule shown in Figure 5 below. In 2018, which will be the transition period, both the 1st stage of the new phase and the 4th stage of the current phase will commence simultaneously. Officially, the Ministry of Foreign Affairs determines the maximum number of students and the maximum amount to be accepted each year with the approval of the Japanese government through cabinet meeting.

| | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|--------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Preparatory Survey | | | | | | | | | |
| 1st Batch (Master) | | R/S A | | | R | | | | |
| 2nd Batch (Master) | | | R/S A | | R | | | | |
| 3rd Batch (Master) | | | | R/S A | | R | | | |
| 4th Batch (Master) | | | | | 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

2-4. Application and Selection Methods

2-4-1. Application Method

In the Philippines, the government agencies have introduced the recommendation system, making it necessary for applicants to first obtain nomination from the human resources and scholarship committee in the organizations they belong to. On the other hand, information is not always communicated well-timed and sufficiently from persons in charge of human resources to a group of possible applicants. Therefore, it would be important to make approaches to human resource staffs and directly to possible applicants.

(1) Application Tools / Materials

Recruitment tools include a recruitment website, brochures, posters and leaflets, as well as information through SNSs, blogs, press releases on each organization's website, civil servants-targeted radio and TV programs, in cooperation with the Operating Committee members and HR department in the target organizations. Although an individual Component is not set up for Mindanao, the region has been and continues to be a priority area for the development cooperation in the Philippines. Taking security situation into consideration and discuss approaches to widely reach potential applicants in distant places by utilizing media such as newspapers and radio advertisements, even if information sessions or visit the target organizations cannot be implemented in the area.

Application requirements, application forms and PR materials (posters, leaflets, and website etc.) will be designed to include information according to the needs of applicants by adding, for example, "advice for preparing application documents". It will be possible to effectively utilize these application tools. Also, advantages of studying abroad with JDS will be demonstrated, using comments from the JDS returned fellows who are currently playing active parts in the government organizations.

(2) Application Method

The agent will distribute application guidelines, posters and leaflets to each government organization through the Operating Committee. In addition to application promotion activities including mini seminars at departments, agencies and other governmental bodies, the agent will also consider conducting explanatory meetings in the capital and regional cities as well as in Mindanao. The location and the number of meetings shall be decided separately by the Operating Committee. Usually those information sessions are held once or twice in Metro Manila, and in additional two places such as Mindanao and other regions. It is desirable to carry out those sessions both efficiently and effectively.

In addition, it needs to be discussed ways to communicate recruitment information to as many potential applicants as possible, making good use of our network connections with JDS returned fellows, JAAP, JICA specialists and other contacts. If potential applicants are provided better images toward studying in Japan, in cooperation with the parties connected to the Japanese side, it can contribute to increasing the number of applications.

(3) Support on JDS Applications

As in other countries, JDS in the Philippines has been told by professors of accepting universities to improve the quality of research proposal. At the same time, the Operating Committee of the Philippine side has questioned the need for research plan. Creating these documents certainly represents a substantial workload, with minimal advice or input forthcoming from HR personnel. There are reports of applicants being overlooked despite having been recommended by government departments. Ideally, recruitment information sessions and government briefings should be used as a forum for providing government recruiters, potential applicants and failed applicants from last year with information about preparing application documents and advice on drawing up research programs.

2-4-2. Selection Method

Selection will be conducted in three stages: document screening 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, which are to be approved by the Operating Committee, to select candidates according to the purpose of this project. The Operating Committee will rule on the following aspects of the selection process at a later date.

(1) Consideration to Mindanao/Bangsamoro related personnel

The previous phase saw the introduction of two Components, “Public Policy” and “Infrastructure Development,” under the Sub-Program to develop human resources who would drive the Bangsamoro Autonomous Government planned to be established in the future (“Regional

Development Administration in Mindanao/Support for Establishment of Bangsamoro Autonomous Region”). Each Component had a Bangsamoro Prioritized Slots, whereby staff from agencies and bodies closely engaged in the relevant issues could be considered individually. The Sub-Program for the relevant issues ends in the third phase, at which point all Components are free to recruit according to their specific needs. To maintain a competitive environment, however, there is a need for preferential measures in the selection process. The following aspects should be considered:

- Scope of candidates requiring special consideration
- Ongoing relevance of special considerations in selection process and associated methodology (points added at selection stage, pass criteria, etc.)

JDS in other countries often incorporate considerations such as gender balance and regional candidates into the selection process. These should be considered by the Operating Committee.

(2) Gender consideration

The Philippines has not had gender considerations in previous JDS selection processes. The breakdown of JDS fellows is 41% male and 59% female. Given that women are already well represented, any consideration of the gender balance in JDS will take into account the gender policies of the Philippine government.

2-5. Pre-departure and Post-arrival Orientation, Enrichment Program and Special Program

2-5-1. Pre-departure and Post-arrival Orientation

In order to achieve the project goal through the JDS fellows, it is further essential to understand the society and development experiences of Japan as background knowledge. According to results of the questionnaire subjected to JDS returned fellows of other countries, as for questions about pre-departure and post-arrival orientations, more than half of them responded that Japanese language trainings and lectures focusing on Japanese culture and society were useful. Therefore, (1) Lectures to understand the social and development experiences of Japan, the basic knowledge of assistance policy toward the Philippines, (2) Programs to improve self-awareness as JDS fellows, (3) Orientations with the aim of enabling them to smoothly commence their life in Japan, (4) Programs to understand Japanese culture and language are going to be implemented.

During the pre-departure orientation program in the Philippines, likewise in other countries, JICA Philippines Office will be requested to give a briefing on Japan’s development experience and assistance policy toward the Philippines as well as projects currently implemented in the Philippines. In addition, the agent will explain JDS, necessary preparations and procedures to go to Japan, and introduce Japan society and culture.

After arrival, the gist and objectives of this project, the roles JDS fellows are expected to play and possibilities of coordination with other projects will be communicated to improve recognition of participation to JDS and their motivation. By incorporating leadership training and through active group work, the fellows will be urged to have a sense of purpose as leaders and an opportunity to learn about what elements are necessary to become a leader.

University faculties will be requested to give lectures on the basic knowledge of Japanese politics, economy, society and culture.

JDS fellows will also be given information on rules, procedures and lifestyle in Japan. In particular, with regards to managing their safety during their stay in Japan, they will be given explanations regarding natural disasters such as earthquakes, tsunamis, typhoons and avalanches, as well as crime and traffic rules. They will gain an understanding and be prepared to spend their time in Japan safely with peace of mind. Hands-on training using anti-disaster training facilities will also be implemented.

The Japanese language training will be implemented for around 35 hours. JDS fellows will not only gain necessary conversation ability in Japanese, they will also gain an understanding of Japanese culture, lifestyle and social manners through hands-on learning, and they will be taught useful communication techniques for daily life.

Opportunities for JDS fellows to smoothly adapt to Japan will also be offered, such as workshops for overcoming culture shock in an unfamiliar lifestyle environment and to promote understanding of other cultures with opportunities to learn the experiences of JDS returned fellows.

2-5-2. Contents of Enrichment 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 with good understanding of Japan. While other similar projects by other donors are being offered, it is possible for JDS to be competitive not only by obtaining a degree at a graduate school, but also by offering a program to increase added value.

For this reason, in addition to education in high quality and research at each accepting university, it is desirable for JDS to improve the quality of existing programs such as pre-departure and post-arrival orientation, special programs offered by accepting universities, joint programs. At the same time, it is important to provide more useful opportunities for the JDS fellows such as networking events during their stay and internship programs at JICA or other organizations.

According to the results of the questionnaire to the returned fellows of other countries, many of them wanted internship opportunities in the Japanese ministries and agencies, networking events

with JDS fellows from other countries, JICA trainees, and Japanese administrative officers as possible programs provided during their stay. Some programs have been already implemented, such as networking events with Japanese administrative officers conducted by the implementation agent and individual internships at the Ministry of Foreign Affairs and JICA, and it is desirable to be continued as a part of the project and further developed.

In addition, exchange events with local communities are also of great interest to the returned fellows. In the questionnaire survey conducted before the return of JDS fellows by the implementation 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 such as events coordinated with a local international communication organization and homestay programs, it will lead for the JDS fellows to gain deeper experience of Japanese society.

2-5-3. Contents of Special Program

The accepting universities will engage in extra activities for JDS fellows in accordance with necessities of their country and development issues taking into consideration circumstances of JDS fellows in addition to the existing university program.

The special program consists of the following aims.

- (a) To solve development issues in the relevant countries, JDS fellows learn about practical knowledge and experiences through more practical and specific cases.
- (b) Through special program activities, JDS fellows or related organizations in the relevant countries build a network for future activities of researchers and organizations from Japan and overseas.
- (c) JDS fellows will gain the necessary support within a limited period to engage in school research and smooth communication with related persons, and to attain their goals.

Many universities which have already accepted JDS fellows have implemented field trips and seminars both in Japan and abroad by utilizing the special programs. Among them, field trips were particularly and highly evaluated in the questionnaire to the JDS returned fellows. As well as continuous encouragement by the agent for the use of special programs at each university, it is expected that appropriate consultation should be provided by the agent to the universities so that the universities can provide useful programs that will contribute to the above purpose of JDS with reference to the questionnaire results of JDS returned fellows.

2-6. Monitoring, Guidance and Counseling

2-6-1. Implementation System

A coordinator of the implementation agent is assigned to each university, which accepts the JDS fellows in order to build a good relationship with faculty members and staff of the university and to respond to the fellows promptly in case of emergency. In case the university is located in a provincial city, a responsible person is assigned in the nearest branch of the agent.

2-6-2. Guidance and Counseling

The coordinator provides advice for the JDS fellows with regard to their campus life and daily life after they arrive Japan until immediately before they leave Japan. In addition, the responsible person assists the fellows by arranging for accommodations, assisting them to go through a procedure for notifying moving-in, to enter the national health insurance plan, to get insurance coverage, and to vacate housing, etc.

2-6-3. Monitoring

In order to check the efficient implementation of the Project, it is necessary to understand the condition of the academic and daily life of the JDS fellows under the project. For appropriate monitoring, a good relationship needs to be built with the university staff to receive information on the fellows on a daily basis. In addition, it should be prepared to have an opportunity to have an interview with the fellows regularly to understand their academic and daily life, and provide necessary support in an appropriate timing.

In particular, regular monitoring system by one on one interview helps to find the fellows' problem in an early stage, which normally cannot be seen on daily life, and problems such as the incompleteness of academic courses and aggravated physical condition can be prevented by this system. Furthermore, good practice such as distinguished academic research accomplishments can be found through regular interviews, and they are reported as the result of the project through periodic and other public relations reports on the project.

2-6-4. Response in Case of Emergency

A support system is established with the assistance of call centers in the private specialized company to respond to the JDS fellows with regard to their health problems and other life-related problems during night time, weekends and holidays, and during the year-end and New Year holidays.

In addition, the e-mail delivery system and the safety confirmation system are provided so that information on the safety and whereabouts of all the fellows can be consolidated promptly and accurately even if phone lines are disconnected while large-scale disasters and other emergencies

happen.

2-7. Follow-up

In order to achieve the upper objectives of JDS, it will be necessary to provide places for JDS fellows at Japanese universities where they can acquire specialist knowledge, conduct research and develop personal networks. This needs to be augmented with a range of follow-up services for JDS fellows both during their time in Japan and after their return. For optimum efficacy, follow-up services should be closely coordinated with the Philippine government and other relevant organizations. These are highly dependent on independent efforts.

Between 2003, when the first JDS fellows arrived under JDS in the Philippines, and May 2018, some 282 fellows have completed a course of study in Japan. Many have come from government bodies such as NEDA and the central bank, and the number of JDS returned fellows being promoted at these and other key government agencies is steadily increasing.

Sending civil servants from the Philippines overseas to study requires a Scholarship Service Contract with the relevant government agency stipulating that they must be reemployed within a certain period after their return. There is a framework in place for JDS fellows to return to their former employer after completing their studies in Japan, in order to utilize their newly acquired skills and competencies. However there is scope for this framework to be used more effectively. It is hoped that under the supervision of NEDA and CSC (which is responsible for public service personnel matters), more effort will be made to harness the skills of JDS fellows, both by their employers and throughout government as a whole.

JDS returned fellows in the Philippines have yet to set up an alumni association among themselves, although they are all registered with the JICA Alumni Association in the Philippines (JAAP). During interviews for this survey, many JDS returned fellows expressed interest in setting up an association specifically for JDS alumni. An association within JAAP that is predicated on the shared experience of the JDS program would foster a stronger sense of identity among JDS returned fellows and promote networking, and in turn might even encourage more active involvement in JAAP, since participation rates have been quite low to date. Given the benefits all round, it is hoped that a pathway towards sustained and ongoing activity can be found.

Until such time as independence is achieved, the agent, which acts a central contact point for JDS returned fellows, should play a supporting role to the alumni association and work together with JAAP to encourage networking among returned fellows and promote a sense of collegiate solidarity. The alumni organization can also serve as a vehicle for strengthening the partnership between our two countries through the JDS returned fellows, who constitute highly valuable human resources due to the knowledge and expertise gained through two years of study in Japan.

Chapter 3. Evaluation of JDS and Recommendation

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

Based on the development plan of the Philippines and the current situation and problems of each sector, the consistency of JDS and Philippine development plan was analyzed as follows.

3-1-1. Conformity with Priority Development Issues in the Philippines

The Philippine Development Plan PDP 2017–2022 mentioned earlier nominates several goals for 2020: inclusive growth; a high-trust and resilient society; and a globally competitive knowledge economy. These goals are in turn based on the three drivers of enhancing the social fabric, inequality-reducing transformation and increasing potential growth. One way to enhance the social fabric is by ensuring people-centered, clean and efficient governance. JDS is designed to equip civil servants with key skills and competencies in this area. Further, the JDS development issues are aligned with the priority areas identified in the PDP 2017-2022.

The figure below shows the relevance between PDP 2017-2022 and respective development issues of JDS in the Philippines. (See underlined texts)

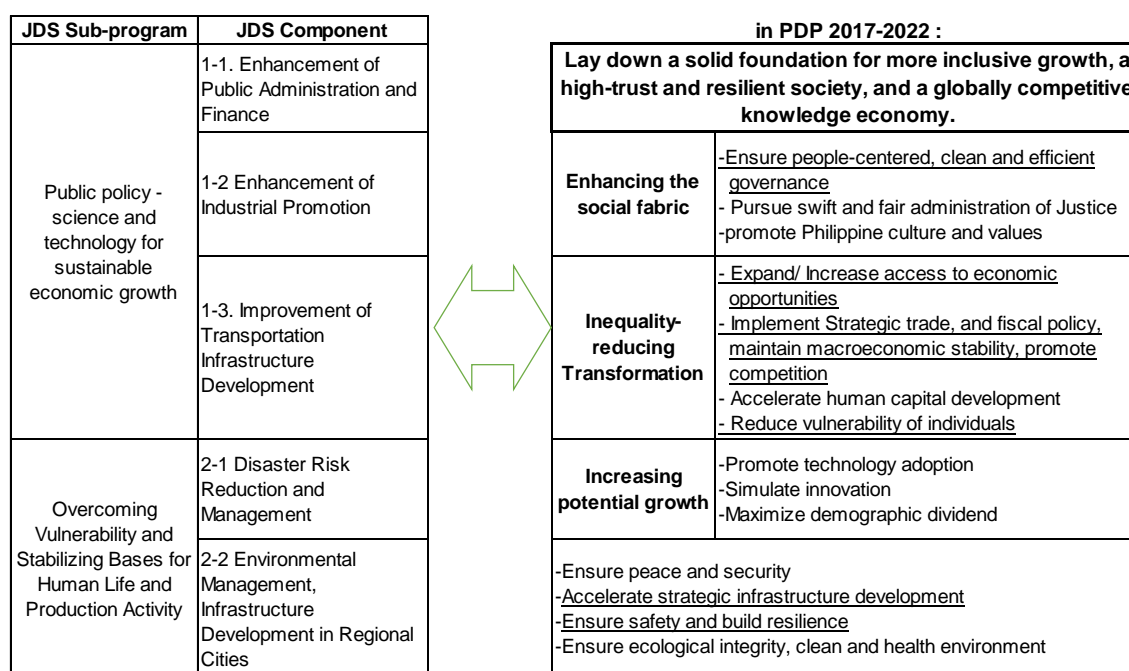


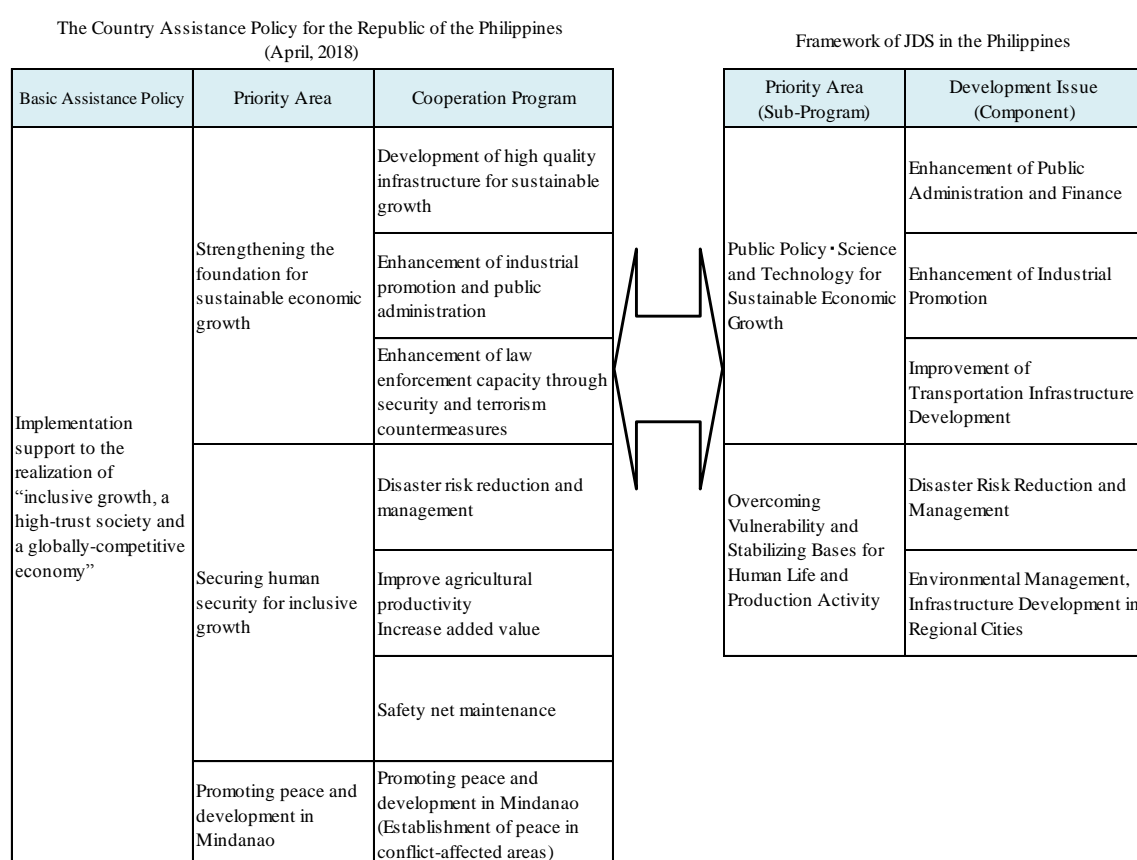
Figure 7: Relevance between PDP 2017-2022 and JDS Framework

In addition to the above development plan, Ambisyon Natin 2040 (Our Vision), which is a long-term vision until 2040, "Build Build Build" of the current administration are also important policies to be taken into account, For realization, it is necessary to develop human resources who are capable of fulfilling these policies. JDS contributes to the development of human resources in respective fields.

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

According to the Country Assistance Policy for the Republic of the Philippines established in April 2018, “implement the cooperation to realize a stronger foundation for inclusive growth, a high-trust society, and a globally-competitive economy” is given as the basic assistance policy (main target). This target is split into three sub-targets (priority areas of assistance): strengthening the foundation for sustainable economic growth; securing human security for inclusive growth; and promoting peace and development in Mindanao. JDS provides training and development for core personnel to operate in fields pertaining to the development issues outlined below, and is aligned with the guidelines for international cooperation espoused by both Japan and JICA.

Figure 8: Relevance between Japan’s Aid Policy to the Philippines 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 1,215 U.S. dollars 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 recipient country’s 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.

Gross national income (GNI) per capita in the Philippines is currently \$3,580.²⁶ The country is keen to progress beyond the lower middle-income status and join the club of upper middle income nations.

Given the relatively high income levels in the Philippines, it is considered that the ongoing validity of gratis financial aid under the JDS scheme, with reference to the principles outlined in the relevant official notification from the Ministry of Foreign Affairs,²⁷ taking into account the nature of the program, Japan's foreign policy position, and the current circumstances of the recipient developing country. It is therefore JDS delivers significant benefits in terms of foreign policy.

The Philippines is in a strategic location in terms of ocean shipping routes, geopolitical relations and regional security. Achieving growth and prosperity in the Philippines is considered very important for regional stability in the eastern Asia region. The Philippines and Japan have many attributes in common, including the principles of democracy and market economics, and many strategic interests are shared as well. In this sense, the Philippines represent one of our most important partners in East Asia.

JDS is targeted at young civil servants who are responsible for creating and implementing socioeconomic development policies in the Philippines. One of the aims of the program is to promote the emergence of future leaders who will be sympathetic to Japan—the JDS returned fellows. JDS returned fellows constitute a very important resource for strengthening bilateral relationships in that they have an understanding and appreciation of Japan. And this is consistent with the principles of the National Security Strategy (NSS), a key Component of government policy.²⁸ In addition, “Japan – Philippines Joint Statement on Bilateral Cooperation for the Next Five Years” in October 2017, it was affirmed to further strengthen the "Strategic Partnership" of Japan and the Philippines. Also, the Government of Japan will provide academics and government officials of the Philippines, who will play important roles in advancing education and research, with opportunities to acquire higher education degrees by studying in Japanese educational institutions,” the implementation of JDS realizes this policy.

²⁶ World Bank Open Data (2016)

²⁷ “On the Effective Utilization of Gratis Aid Schemes in Developing Countries with Relatively High Income Levels,” Ministry of Foreign Affairs, April 2014

²⁸ The December 2013 National Security Strategy (NSS) states: “Japan will invite a broad range of personnel from developing countries, including eminent students and public servants who are expected to become future leaders. Japan will make use of such opportunities to learn from their knowledge and experience ... Japan will further promote human resource development in order to enhance mutual understanding with Japan, and ensure that these personnel can contribute to sustainable economic and social development in their home countries.”

3-2. Expected Effect of JDS

The effect of the human resource development program is expected to manifest itself in the long term. Therefore, the project goal which is to be reached at the completion of the project, is that “the capacity of human resources engaged in the development issues improves.” In addition, overall goal is “to improve the competence of related administrative agencies concerning the development issues” through the effective use of the knowledge and experience acquired by the returned fellows to their organization. Through these, it is expected ultimately “to contribute to solving the development issues of their home country.”

The appropriateness of implementing JDS in the Philippines 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 Philippine government dispatching JDS fellows to provide support during their study and after their return and, in addition, for the accepting universities to provide a curriculum that makes contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the project goal will continue to be promoted.

The following indicators used to measure the achievement of the project goal are common to all Components in view of the perspectives mentioned above.

- Ratio of JDS fellows who have obtained master’s degree
- Enhancement of the capacity of JDS returned fellows on analysis, policy making and project operation/management
- Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows

With respect to the indicators of “ratio of JDS fellows who have obtain master’s degree” and “enhancement of the capacity of JDS returned fellows on analysis, policy making and project operation/management,” 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 Department in the organizations that are consistent with each Sub-Program and Component as well as the human resources that match the intent of the project at the time of recruitment; 2) Selecting JDS fellows on the basis of academic knowledge, relevant work experience, basic quality, 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,” it is desirable to make efforts so that returned fellows are able to use the knowledge and capabilities acquired in Japan. In the Philippine civil service system, when civil servants participate in long-term training or study abroad, they sign a pledge stating the obligation to reinstate after completing the training. In principle they will be reinstated in the

same position as before the dispatch, but it is expected that the Operating Committee of Philippine side will take an initiative for them to be able to build their carriers that allow them to utilize the knowledge gained by studying abroad.

It is integral to monitor how the JDS fellows' experience in Japan will be utilized in their professional careers after returning to their country over the mid to long term in order to evaluate the effectiveness of JDS. There was also a suggestion from the Philippines side about confirmation of impact by evaluation of the third party. Through the monitoring, it is required to conduct follow-up activities necessary for producing project outcomes and support JDS fellows to further develop their professional skills and expand the networking. Appropriate follow-up activities 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.

3-3. Comparison with Other Scholarship Programs Provided by Other Donors

The JDS basic research analyzed the factors that contribute and hinder the effective progress and achievement of JDS in comparison with other donor's scholarship program. Its analysis is shown in the table below.

Table 20: Examples of Factors that Affect the Achievement of JDS in the Philippines

| Goals | Contributing Factors | Inhibiting Factors |
|---|--|---|
| Pre-condition: Personnel, who fulfill the purposes of JDS, 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 • There are not many 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 civil servants is continuously accepted every year. • Target areas (study fields) meet the development needs of the target countries | <ul style="list-style-type: none"> • 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 returned fellows by the Japanese government 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.

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 a comparative advantage over other donors.

Feedback from target organizations and JDS returned fellows suggests that JDS provides a significant competitive advantage in the Philippines, particularly with respect to the high-quality university education and research programs, the comprehensive support from the implementation agent, and the opportunity to network with JDS fellows from other countries. Participants also nominated secondary benefits such as first-hand observation of the concepts of order and discipline that underpin Japanese society, as well as a deeper understanding and appreciation of Japan and its people. There was much positive feedback about the experience of studying in Japan.

3-4. Project Evaluation Indicator Data

3-4-1. Indicators for Outcome and Impact of JDS

The following table shows the proposed indicators for the project results and impact of JDS in the Philippines. An impressive 99.3% of JDS fellows from the Philippines have been successful in obtaining a degree through JDS. Public servants account for 82.4%²⁹ of JDS returned fellows. Continually, the quantitative data will be accumulated before assessing the results and impact through the project implementation.

Table 21: Project Evaluation Indicator Data on JDS in the Philippines

| | | |
|--------------------------|-----------------------------|--|
| Inaugural year | | 2002 (dispatched 2002 to 2017) |
| Number of Slots per year | | 20 (25 in 2006-2009) |
| Fellows accepted | Total | 319 |
| | Sex | Male 133, Female 186 (ratio of female 58%) |
| | Average age | 30.7 (Upon arrival) |
| Returned fellows | Total | 284 |
| | Fellows who obtained degree | 282 |
| | Fellows who failed degree | 2 |
| | Completion rate | 99.3% |

²⁹ "Others" at "by category of work place, upon arrival" includes JDS fellows from private enterprises who were subject to "business administration" field from 2003 to 2006 and officers of non-governmental organizations in the Mindanao conflict affected area (Bangsamoro Development Agency etc.) who were subject to this category from 2013.

| | | |
|---|-------------------------|--|
| By category of work place | Upon arrival | Government officers 301 (94.4%) Others 18 (5.6%) |
| By category of work place | After return to country | Government officers 234 (82.4%) Others 50 (17.6%) |
| Ratio of management level (upper than director) | Upon arrival | 16 (5.0%) |
| | After return to country | 75 (26.4 %) |

3-4-2. Degree of Capacity Building of JDS Fellows

Evaluation indicators are set to conduct terminal evaluation with diversified perspectives. The effectiveness of the project 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. Focusing on JDS fellow monitoring that is the fellow information management function, which is also a feature of JDS, 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.³⁰ 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 administrative officers” is the objective of JDS, it was aimed to examine changes in the abilities required for policy making and implementation in the developing country as a result of JDS. 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.

(2) Method of Survey

The questionnaire survey to measure “degree of capacity building of JDS fellows” targeting 80 JDS fellows who came to Japan in 2011 to 2014 was undertaken in the following two stages: Upon their arrival in Japan and upon their completion of study. At the time of their arrival in Japan and during their study, preliminary reports on the regular monitoring of the JDS fellows were

³⁰ “Questionnaire on Periodic Survey on JDS Fellows’ Abilities” supervised by Mr. Hiromitsu Muta, former director/vice president of Tokyo Institute of Technology

received. At the time of the completion of their study, questionnaires are to be distributed to and collected from all the fellows before their return to their home country instead of preliminary reports on the evaluation meetings that had been convened with the fellows at each accepting university and in each graduate school.

For JDS returned fellows, another questionnaire was distributed, asking about their promotion and utilization of their study outcome in their government agencies after return. See 3-5-1 “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 who came to Japan in 2011 to 2014. All of the fellows' abilities had improved on completion of study from their arrival in Japan. Furthermore, Philippine JDS fellows showed greater improvement on all parameters relative to the average for all participating countries. Graduate school courses generated significant improvement in practical competencies in areas such as IT and research and analysis, as well as practical knowledge. These were complemented by skills in areas such as theoretical analysis, problem-solving, conceptualization and expression, and leadership. In this way, JDS returned fellows are equipped with the skills and competencies required for the leadership roles that they are expected to assume in the future. And thus it can be concluded that JDS is consistent with their expectations and requirements.

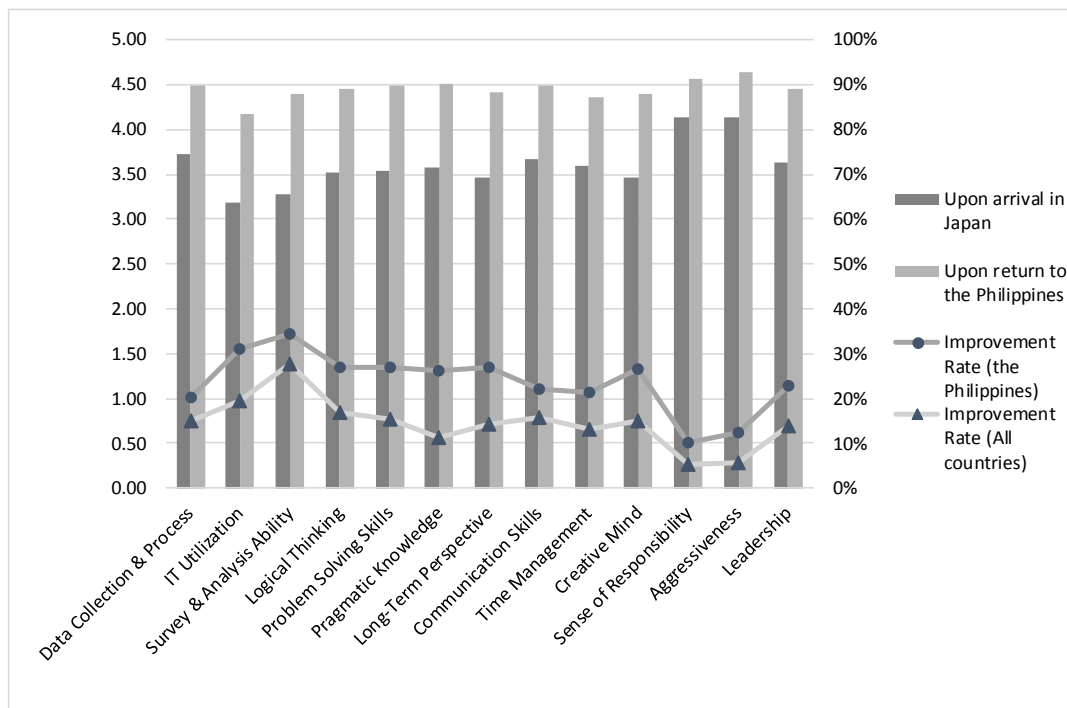


Figure 9: Increased skills and abilities of the Philippine JDS Fellows during their study in Japan (between their arrival in Japan and Graduation)

3-5. Evaluation of the past JDS

3-5-1. Evaluation by JDS Returned Fellows

The web based questionnaire survey was conducted for all JDS Returned Fellows, targeting the 1st batch in which fellows came to Japan in 2003 through the 13th batch in which fellows left Japan in 2017. This survey was intended to ascertain how these fellows 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 doctoral course. Out of 282 JDS returned fellows, 107 fellows gave answers to the questions, which represented a questionnaire return rate of over 38%.

Moreover, as part of our local survey in January to March 2018, several JDS returned fellows were interviewed to discover in what ways their experience in JDS activities proved to be useful for their professional duties.

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

According to the survey of 107 respondents, majority find relevance in JDS with their current work, with 50 JDS fellows responding as “very relevant” and 42 as “relevant.” Out of the 107 respondents, 13 answered “Neutral” and only 2 answered “not relevant.”

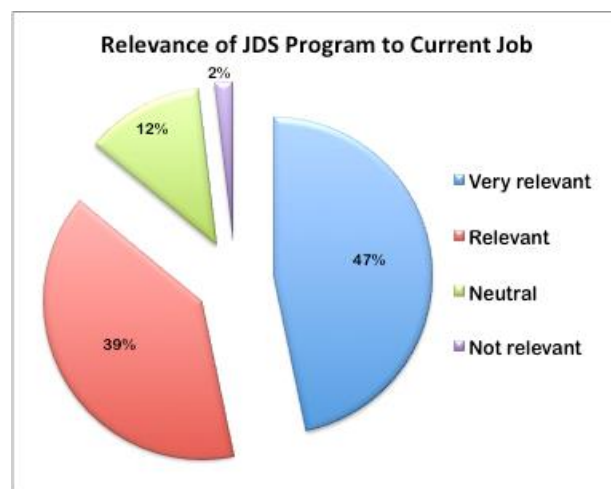


Figure 10: Relevance of JDS to Current Job

Noting that after completing JDS, the returned fellow's designation/position play an important role in finding relevance in the job, such that these 2 respondents are not engaged in any leadership roles, policy making, training, mentoring nor bilateral projects. While majority of respondents who find relevance in their work, show engagement in these roles.

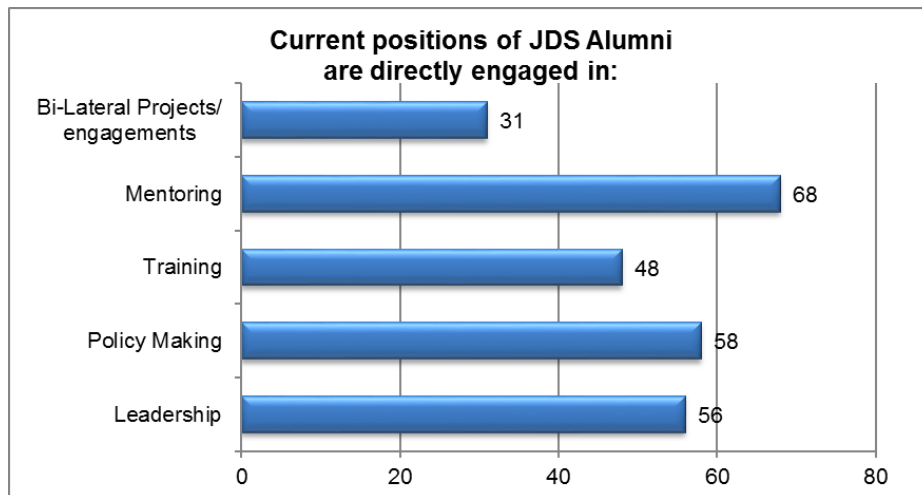


Figure 11: Roles of JDS Returned Fellows (Multiple answers allowed)

Mentoring, leadership and policy making have the highest percentage in the kind of work JDS alumni are engaged in. “Leadership” refers to management and supervisory roles, as opposed to “mentoring,” which pertains to more informal roles in influencing others, particularly their juniors. Although all factors may not necessarily be in a casual relation with study abroad, it can be inferred that respective JDS fellows makes good use of their experience in Japan and has a positive influence on teams and subordinates in current duties.

Role in “policy making” refers to contributions to policy formulation such as research and policy recommendations. In addition, 31 JDS returned fellows answered that they are engaged in bi-lateral projects refer to dealings related to international cooperation projects with other countries or international organizations.

(2) Career path after return

Out of 107 survey respondents, 73 JDS fellows were promoted since returning to the Philippines.

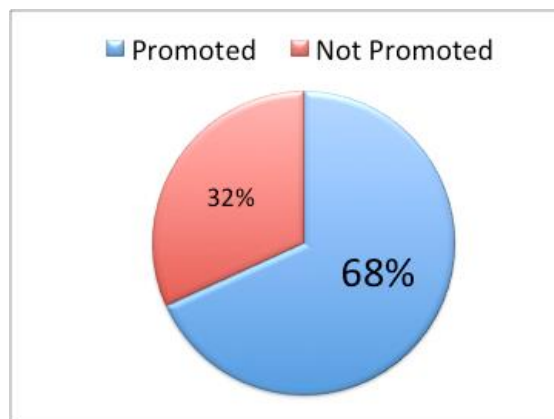


Figure 12: Proportion of JDS fellows promoted after their return

According to the majority of respondents who were promoted, JDS has helped in their promotion as it (1) gave them the means to meet the Master's Degree requirement for promotion to division chief (or higher); (2) helped boost their confidence from the recognition given by their organization and peers having earned a Master's Degree from a prestigious Japanese university; (3) it has significantly improved their technical and leadership skills that contribute to better quality in their job performance.

Out of 107 survey respondents, 34 JDS fellows were not promoted since they returned to the Philippines. Most of the respondents in this category belong to the latter batches, 12th and 13th since they just recently returned to work. It is difficult to identify key reasons for non-promotion, however, interviews reveal that government organizations may have limited permanent positions that are open for promotion. BSP and PSA, for instance, have a flat organizational structure, such that there is little room to go up the career ladder. One respondent also mentioned that being away on scholarship for 2 years have some missed opportunities for promotion.

Many JDS alumni, however, pointed out that promotion alone does not completely measure the Program's impact on one's career. High performance evaluation, as well as high level of trust given by peers and superiors, and increase in responsibility also indicate successful impact of the JDS program.

Twenty-eight out of the 107 respondents have transferred agencies since graduating in the Program. Noting, however, that from the 28, 5 fellows either transferred to a different department within the same organization or a different government agency altogether, nonetheless remain in government service. As such, only 23 respondents actually left government service. For those who left government service, the main reason for the transfer is due to better work opportunities outside government, in terms of remuneration and career advancement, given that there was no room for promotion in their organization.

(3) Utilization of research results achieved through JDS and sample cases

After returning to their home country, JDS fellows who are involved in policy planning and implementation generally apply the skills and knowledge gained from JDS in developing training curriculum, inter and intra-agency coordination, drafting and implementing their agency's internal rules and regulations, provide policy recommendation, implementation and impact assessment of government policies.

One JDS fellow from CSC who studied at Meiji University is currently involved in the Anti-Red Tape Act (ARTA) audit, also known as the ARTA Report Card Survey (RCS)³¹ conducted by the CSC annually. She mentioned that her study at Meiji University is highly relevant to her current job as she is directly handling policy issues through the ARTA RCS, where her tasks include data

³¹ Republic Act No. 9485 "An Act to Improve Efficiency in the Delivery of Government Services to the Public by Reducing Bureaucratic Red Tape, Preventing Graft and Corruption, and Providing Penalties Therefor" also known as the Anti Red Tape Act.

analysis of the results of the survey for policy recommendation.

Another JDS returned fellow, currently a Division Chief at the Department of Social Welfare and Development (DSWD), shares an example of his contribution to policy planning and implementation after studying at Waseda University. His initiative to apply the concept of Data Warehousing, which he learned in his Master's degree course, paved the way for the Central Office to adopt an Enterprise Data Warehouse³² that provides a holistic view and quick dashboard reports of DSWD programs and services.

Furthermore, Director of Planning Service of the Department of Interior and Local Government (DILG) explained that JDS allowed him to interact with different groups of people which enabled him to hone his skills in engaging and interfacing with various stakeholders both in government and outside of it. His work today requires him to work closely and collaboratively with key offices such as the Office of the President, oversight agencies, the Congress, etc. Such interaction is critical in making sure that the plans and programs of the Department are closely linked to and contributory to the fulfillment of the President's priorities for the country and the people.

(4) Connection with Japan

Out of the 107 respondents, only 21 answered “Yes” to having projects or collaborations with Japanese organizations after JDS. Engagements with JICA are most frequent among those who have dealings with Japanese organizations.

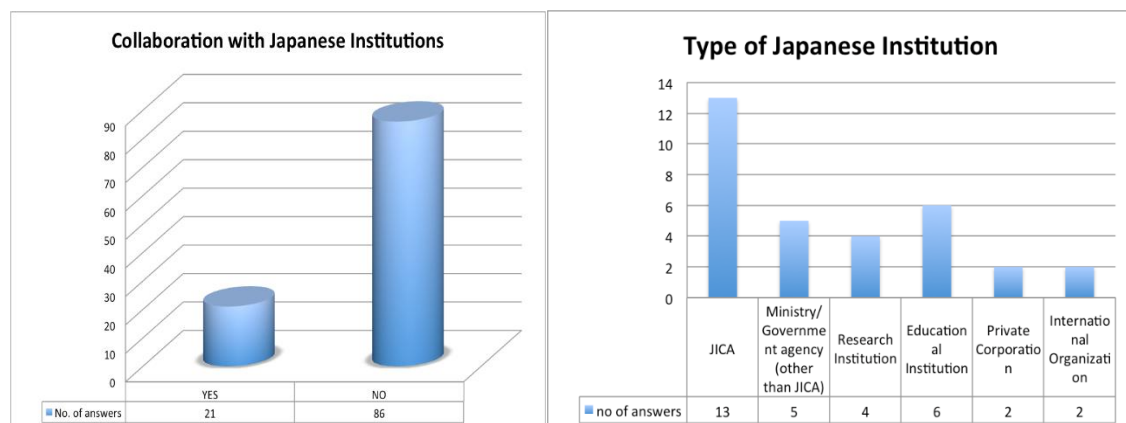


Figure 13: Collaboration with Japanese Institutions

JDS returned fellow from the NEDA answered that in she provides technical advice on the design of project proposals as well as in facilitating approval by the Investment Coordination Committee (ICC). Also, another JDS returned fellow, Section Chief of the Training and Management Division of the Bureau of Internal Revenue (BIR) shares that she was involved in the Development of Human Resources in the BIR, particularly the Technical Cooperation Project Between the Bureau

³² A unified system that holds accumulated data in time series through corporate management and analyzes relevance in each item.

of Internal Revenue and Japan International Cooperation Agency from 2008 to 2011. Each of them utilizes their experience in Japan to their respective duties.

Also, Supervising Labor and Employment Officer of the Philippine Overseas Employment Administration (POEA) of the Department of Labor and Employment (DOLE) shares his involvement in Japan-Philippines Economic Partnership Agreement (JPEPA), particularly in the employment of Filipino nurses and caregivers in Japan. He provided research and coordination for DOLE in JPEPA negotiations. One of the positive results of negotiations was the recent Technical Intern Training Program (TITP) which will be launched in Okinawa.

(5) Orientation Program

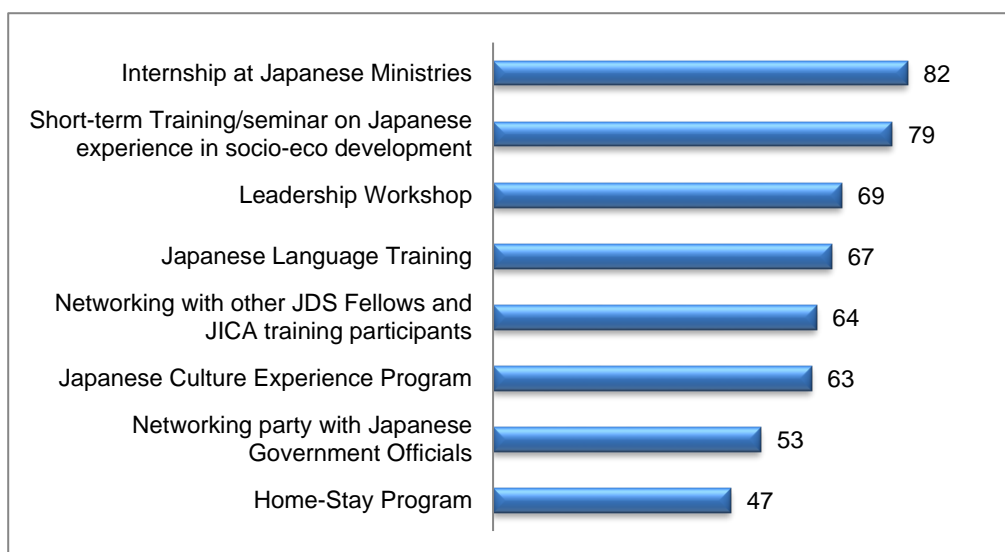
Survey questions asking the most valuable/useful program in the pre-departure/post-arrival program that were afforded to JDS returned fellows showed that the introduction to Japanese Culture & Society and Japanese Language training were deemed most valuable and useful by respondents. While workshop of Cross Cultural Understanding and Disaster Prevention Center visit were highly marked in terms of the post-arrival orientation. The results reveal that more practical activities are considered necessary even after the survey was conducted after their return.

(6) Special Program

More than 80% of respondents consider the field trip under the JDS budget, which were organized by accepting universities as the most valuable and useful JDS special program while 40% of them answered that participation in international conferences and special lectures are useful. The high mark was attained as the field trips are offered by many universities aiming at visiting the sites both in Japan and abroad with relation to respective realms of JDS fellows. It can be considered that this opportunity enabled them to deepen their understanding. In addition, it can be said that attendance at special lectures and participation in academic conferences as an assistant can also be evaluated as highly value-added factors of JDS. Taking into account the survey results, it can be said that the special program is effectively utilized.

(7) Enrichment Program

The survey questionnaire asked JDS returned fellows about enrichment programs that should be introduced while studying in Japan, they consider Internship at Japanese Ministries and private sectors as the most preferred, followed by short-term trainings/seminar concerning experience of socio economic development in Japan, leadership workshop and Japanese language training.



**Figure 14: JDS Enrichment Program that should be added while stay in Japan
(Multiple answers allowed)**

Internships at Japanese ministries are especially appealing to JDS fellows, who are generally highly motivated business people. As well as networking with civil servants, there were many requests for workplace experience, suggesting that this has a high practical value alongside the research and study component.

It is interesting to note the high level of interest in learning about socioeconomic development in Japan. As mentioned above, topics presentations during the orientation period on Japanese culture, society and systems of government were seen to be interesting and informative, suggesting a high level of interest in learning about the Japanese experience. The JICA Program with Universities for Development Studies (JProUD) is the ideal solution for this area of demand.

In order to enrich the experience as a JDS fellow, in addition to improving the professional and academic abilities of the universities, it is expected to provide the program with the aim of constructing a wide range of networks, experiencing Japanese culture experience and establishing a long-term relationship with Japan and the Philippines.

(8) Needs for Ph.D. Program

Concerning the introduction of a Ph.D. program for JDS, 90 out of 108 respondents indicated that they would be willing to apply for it. More than 50% of them responded that their reason for pursuing the Ph.D. program was “necessary for further promotion and career development” and “an advantage for promotion and career development” while other reasons such as “necessary for my current work” and “I wish to deepen my knowledge” were given as well.

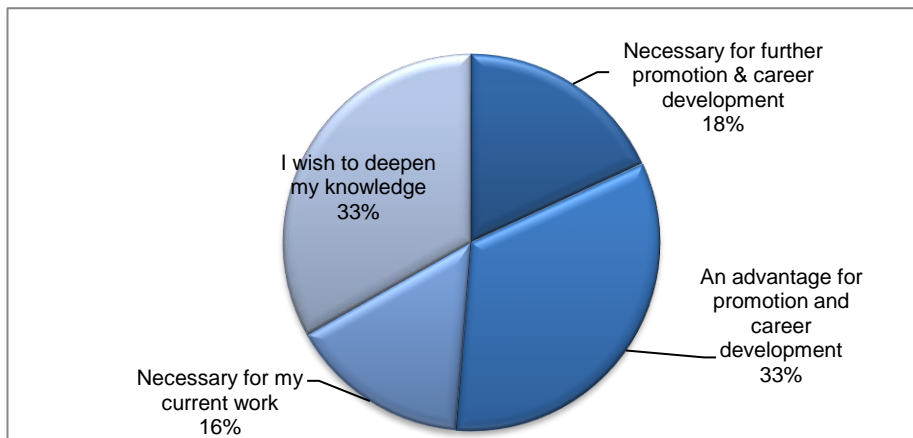


Figure 15: Reason for Applying for Ph.D. (Multiple answers allowed)

For the 17 respondents who answered “No,” reasons include “past the age requirement”, “time constraints”, and simply “not interested.” One of the respondent answered “No” simply because he is already undertaking a Ph.D. program.

(9) Follow-up Activity

In the Philippines, JICA Alumni Association of the Philippines (JAAP) was established in 2012 after being integrated with JDS Alumni Association. The respondents of the survey includes the JDS returned fellows prior to the establishment of JAAP, 94 out of 107 respondents answered that they are current members of JAAP.

On the other hand, when asked about participation in JAAP activities, it turned out that about half of JDS returned fellows did not participate in JAAP activities. Reasons for not participating include “conflict of schedule,” “unaware of the activities and schedule,” “venue of activity is far,” and “financial limitation.” Based on the key interviews conducted, JDS returned fellows feel that the membership of JAAP is far too wide, such that it becomes difficult to find relevance and enthusiasm for them to attend the activities.

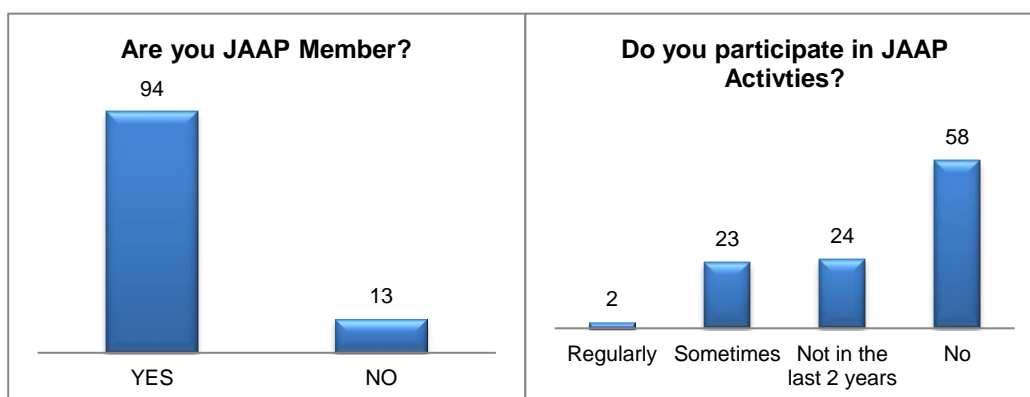


Figure 16: Experience of Participation in JAAP Activity

It was unanimous among the interviewed JDS alumni that there is indeed a need to strengthen the JDS alumni network in order to maximize the gains from the Program. One suggestion was to form an exclusive JDS alumni group yet still working within the JAAP structure, where JDS alumni can conduct activities relevant to them. One suggestion was to form an exclusive JDS alumni group yet still working within the JAAP structure, where JDS alumni can conduct activities relevant to them.

In terms of interested follow-up activities for JDS returned fellows, requests on updating and brushing up knowledge in Japan (e.g. short-term training course in Japan, seminars and workshops in the Philippines) were deemed most important, followed by networking (e.g. establishment of network with JICA, JICA experts and other JDS fellows), pre-departure orientation and activities such as sharing of their own experiences at promotion seminar.

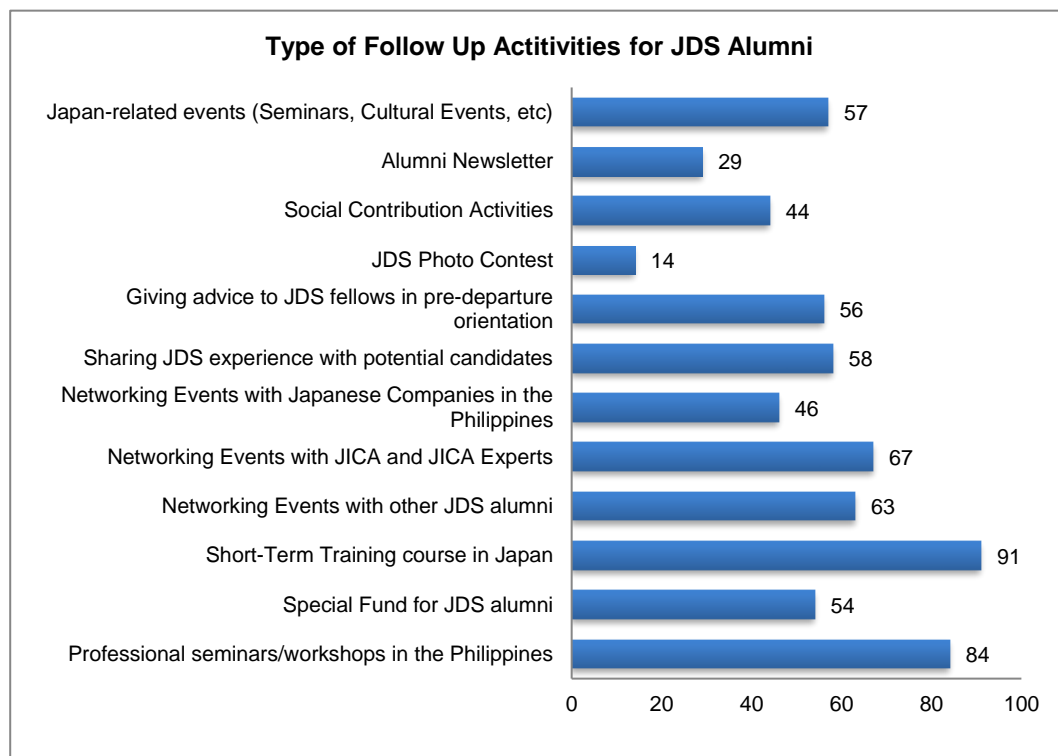


Figure 17: Interested Follow-up Activity (Multiple answers allowed)

The survey responses and interviews indicated a desire among JDS returned fellows to maintain some form of ongoing relationship with Japan, possibly in conjunction with JDS, as a means of augmenting what they had learned. With respect to networking, they would prefer to begin developing networks while in Japan (with the appropriate assistance) rather than waiting until their return home. Networks established in Japan can of course be carried over thereafter.

The interviews indicated that JDS fellows in the Philippines use social media to keep in touch with other JDS students who were in their program and/or who graduated from the same university. There are occasional reunions, even ten years on from JDS, and Facebook serves as a useful tool

for both personal and business networking. Social media could be used as a platform to bring these disparate groupings together and create an overall JDS alumni collective. Reunions should be held annually, if not more often, as a means of reinforcing networks between JDS returned fellows.

3-6. Challenges and Recommendations

Issues and recommendations obtained in this survey are as follows.

(1) Promotion Strategy to Generate Applications

As mentioned in Chapter 1, studying abroad in the United States, Australia, Europe, New Zealand, etc. is the mainstream since English is one of the official languages in the Philippines and there are many talented people. As for JDS in the Philippines aiming for more flexible operation to secure more appropriate and capable applicants, the Operating Committee in 2016 decided to revise target organizations and loosen the classification of Components. The fact that target organizations grew in number on a net basis and prospective accepting university options widened for applicants resulted in the number of applicants rising sharply while making the selection competitive enough. The third phase which formulated the acceptance plan in the preparatory, survey, accelerated the above-mentioned phenomenon further to broaden prospective accepting university options (seven universities for the second phase and 11 universities for the third phase). Given that Components included newly-created ones, the officials proposed a list of prospective accepting universities in consideration of the evaluations of them as well as the curriculums provided and the variety of their faculty, thus reaching agreement with their Philippine counterparts. The fact that universities and graduate schools diversified enabled to address a wide range of fields. While emphasizing that it gives broader options to applicants, it is also necessary to implement strategical promotion activities that take advantage of merits, for example, conducting consultation services to respective government agencies and explaining how JDS can contribute to the development of human resources of the government agencies.

The fact that universities and graduate schools diversified enabled the officials to address a wide range of fields, giving broader options to applicants and making it more necessary for universities to differentiate programs individually. Moreover, given that the number of students accepted per graduate school decreased, applicants as well as responsible persons for human resources at government agencies could potentially think JDS has become more difficult. Thus, in order not to let it become a drawback, the agent should desirably provide information elaborately when soliciting applications and propose universities and consult study abroad destinations in a manner befitting departments' needs while working closely with universities in an effort to prevent a mismatch to the extent possible.

JDS fellows commented, as the reasons for having chosen JDS, i) high-quality education in Japan, ii) evaluation feedback from senior JDS fellows, iii) value-added programs of JDS and iv) support given by the implementation agent. When soliciting applications, the agent must demonstrate the

appeal of JDS by showing not only its university options but also its comparative advantage over other scholarship programs. In addition to the above-mentioned points, the officials need to create programs and conduct project promotion activities in ways that make prospective applicants want to use JDS to study abroad as an integrated scheme that also delivers an improved follow-up and helps create a mutual network for JDS returned fellows.

A significance of implementing JDS in the Philippines, a nation with relatively high income levels, is the acquisition of fellows who will contribute to strengthening diplomatic relations. In the third phase framework agreed on recently, an increased number of acceptance slots for infrastructure-related fields was introduced. This is in keeping with the “Build Build Build” initiative, a large-scale infrastructure policy pursued by the current Duterte administration as well as promotion by Japan of investments in high-quality infrastructure and the Country Assistance Policy for the Philippines. Based on the priority policies of the governments of both countries, it is necessary to set up thematic issues based on comparative advantages of Japan and JDS.

To develop human resources potentially becoming assets who will contribute to the policy formulation, it is necessary to acquire applicants from highly relevant government agencies stated in the policies of the two national governments. To date, many fellows were dispatched from the National Economic and Development Authority and the Department of Public Works and Highways. In addition, the officials are hoped to actively approach key government agencies such as the Department of Transportation, the Department of Trade and Industry and the Department of Finance. The preparatory survey saw departments express an intention to use JDS in earnest. Since there are not a lot of applicants from major departments and agencies, in addition to conducting promotional activities among these organizations and exploring possibilities such as working on high level officials of the Philippine side, it will lead to acquire applicants promising for the future.

(2) Points on Recruitment Activities

As discussed earlier, acquiring excellent applicants is a prerequisite to achieve the goals of JDS. However, higher education mobility is high nowadays, making fellow acquisition by donors very competitive. Particularly, among the Philippine public servants, it would-be fellows persistently find it attractive and reliable to study in Australia, the U.S. or Europe according to the surveys conducted at each government agency. To have would-be fellows consider studying in Japan will require to highlight Japanese universities’ attractiveness while taking some other approach as well.

Building human relationships with HR officers at target organizations as a contact point of JDS while keeping good communication with them and obtaining cooperation from these persons would serve to spread the information within their organizations to a certain extent. For JDS in the Philippines, each applicant is required to obtain a nomination from the government agency. Given that such internal selection and nomination take place with each department’s human resources office acting as the secretariat, many of applicants obtain the information typically from

the human resources office. They play a significant role for internal information dissemination and selection within their department, it is most important to build a good relationship with responsible persons and obtain cooperation from them in order to solicit applications strategically by identifying each government agency's movement.

Within the framework agreed in the preparatory survey, the fact that universities and graduate schools diversified enabled to address a wide range of fields and making it more necessary for universities to differentiate programs individually. Moreover, given that the number of fellows to be accepted per graduate school decreased, applicants as well as responsible HR officers could potentially think JDS has become more difficult. Thus, in order not to let it become a drawback, the agent should desirably provide information elaborately when soliciting applications and propose universities and consult destinations in a manner befitting departments' needs while working closely with universities in an effort to prevent a mismatch to the extent possible.

In addition, it has been found out through interviews with departments and agencies that some applicants have difficulty in preparing a research plan, one of the application documents. In its preparation, it is also necessary to provide them support and advice as well as feedback to applicants in previous years so as to enable them to apply without hesitation.

Further, the advantages of JDS must be demonstrated to responsible officers of JDS at respective departments. It is advisable to emphatically stress that: i) JDS, targeting civil servants, is a human resource development program befitting Philippine development challenges that will contribute to the nation's medium- to long-term growth; ii) each accepting university is designated as project partner; iii) JDS delivers value-added by providing curriculum more suitable to the country through offering a special program in addition to existing programs; iv) comprehensive instruction and accepting systems are in place; and v) extensive support such as periodic monitoring is provided to JDS fellows throughout their stay in Japan.

Recruitment activities should probably be conducted in ways that distribute relevant information to an increased number of potential candidates by using various access channels in consideration of the points discussed above. It will be also effective to conduct promotion activities with the use of press releases and media such as SNSs in parallel to collaborating with JICA and relevant organizations equipped with broad human networks such as former JICA training participants alumni association.

(3) Consideration for Human Resources Contributing to Peace and Development of Mindanao

In the second phase, in an effort to develop human resources, Bangsamoro Prioritized Slots were introduced, aiming to develop promising human resources who would contribute to the development of the region and who would drive the Bangsamoro Autonomous Government planned to be established in the future as ones particularly from organizations highly relevant to the challenge. Peace and development in Mindanao by Japan remain a priority area among the

Country Assistance Policy for the Republic of the Philippines, this is therefore a category for which the development of human resources including JDS deserves to be supported. In addition to the application status so far, it is assumed that further challenges will arise in securing human resources considering the transition of the governance system after the establishment of the Bangsamoro Basic Law. For developing the human resources toward peacemaking in Mindanao, to select them in the region is not the only requirement, but it would be necessary to discuss the challenge in a larger framework with the Philippine side.

Starting from this phase onwards, increased flexibility would likely be offered because, instead of having challenges specified, each applicant will be allowed to apply for any Component and accepting universities within a framework according to his/her needs. On the other hand, there is a concern that human resources who would drive the region's future would potentially fail to be discovered in the selection process. In this respect, it is possible to take a preferential treatment measure in the selection process for the purpose of keeping it competitive. The Operating Committee needs to determine a desirable selection method by drawing on consideration measures taken in other countries' JDS concerning gender and applicants from rural areas, and to obtain understanding from each accepting university acting as project partner.

(4) Points on Establishment of a Ph.D. Program

In interviews with officials of government departments done during the field survey, many responded they welcomed the adoption of Ph.D. program, expressing an intention to send fellows as part of their advance investments. Some of these departments, however, mentioned they would not eagerly recommend applying for JDS because: i) each fellow would be required to first fulfill the Scholarship Service Contract and reinstatement period requirement (for master's program study-abroad years); and ii) a master's degree would be enough for earning promotion while pursuing a Ph.D. program for three years is long. In interviews with JDS returned fellows, some of them commented they would probably fail to obtain understanding from the government agencies they belonged to despite a desire to apply for a Ph.D. program if they are permitted.

For the implementation of Ph.D. program in the Philippines, in addition to setting the requirements, it would be essential to first consult with relevant entities thoroughly on the likelihood of government agency rules and requirements potentially being eased. Also, it can be considered that the accepting universities authorize the JDS fellows to study in Japan for the first two years and spend the third year in the Philippines for writing a thesis by taking into consideration actual needs of the country.

One important factor to consider in the establishment of the Ph.D. program is to have a common understanding among the JDS organizers, JDS fellows applying for the course, and accepting universities as to "the reason for the establishment of Ph.D. program in JDS and its objective." It should be clarified that the Ph.D. program is solely designed to develop policy-making leaders, but not for fostering researchers who are not involved in policy formulation. Differentiation from

other scholarship schemes such as the Monbukagakusho (the Japanese Ministry of Education, Culture, Sports, Science and Technology) Scholarship can be made by clarifying this delineation and narrowing down the target of JDS.

Furthermore, establishment of the Ph.D. program will not only facilitate a follow-up system for JDS fellows but it 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 introduction of Ph.D. program itself is expected to have an impact on attracting excellent candidates.

(5) Cooperation with other ODA Projects

As long as JDS is implemented as an ODA project, it is important to further 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 its information to the persons in charge at JICA offices in abroad including JICA experts, encouragement of competent human resources from partner countries to apply for JDS, and utilization of alumni network as well as other JICA projects as resources etc. are required. In particular, in order to promote the cooperation with the projects under implementation, it is important not only to share information with involved experts such as JICA personnel, but also to provide them with opportunities to directly meet JDS returned fellows.

To create opportunities to connect JDS returned fellows to the project would highly likely provide a merit to both sides as a means of allowing the former to keep the relationship with Japan after the return from the country and work effectively in relevant domains. Regarding this point, the implementation agent is expected to better understand projects in progress by JICA, coupled with relevant policies of the Philippine government, and provide useful proposals.

In order to enhance the ability of young civil servants for their contribution to the socio-economic development, it is essential to cooperate with and be complemented by not only JDS but also other programs. It is preferable to step up efforts to inventively allow JDS fellows to acquire practical knowledge through, among other things, participating in knowledge co-creation programs (group and region focus) of JICA as observers during the study abroad term.

(6) Project coordination by ministries and agencies in Japan

The “Development Cooperation Framework” and the “Japan Revitalization Strategy” advocate for the strategic operation of ODA. JDS fellows are candidates who will be a leader of their country in future. They 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.

(7) Need for Enrichment Programs

Departments and agencies visited in the field survey requested to arrange for more practical trainings through internships at government offices and private firms during the two-year stay in Japan as a beneficial step. Further endeavors should be made, which are likely to deliver such added value for the purpose of improving JDS fellows' skills, building a human relationship serving as the foundation for a good relationship between both countries and generating differentiation from other scholarship programs. In so doing, instead of merely asking each accepting university to usefully spend special program expenses, it will be necessary to consider introducing a scheme that can be used more faithfully according to JICA's intention.

Given that Philippine JDS returned fellows during their academic year in Japan also made many requests for training and seminars on Japan's development experience, another appeal point would be the fact that JDS enables each fellow to learn about Japan's development experience through the "JICA Program with Universities for Development Studies (JProUD)", currently worked on by JICA, in addition to engaging in research in his/her specialized area.

(8) Importance of Japanese Language Acquisition

It is expected JDS fellows to learn discipline, work ethics, the balance between economic development and cultural protection through interactions with Japanese and Japanese society during their stay in Japan.

Acquiring knowledge of the Japanese language is helpful to understand the Japanese mind and spirituality more deeply which help them to establish as a bridge between Japan and the Philippines in the future. Even though they stay in Japan for two years, this is not sufficient to deepen their understanding of the Japanese and Japanese culture. This will not be a problem if JDS only has the purpose of acquiring knowledge in a specialized academic field. However, if its purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary to promote a program focusing on understanding of Japanese culture as one of the JDS activities. Language is a foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to further continue learning Japanese, it is possible to provide opportunities requiring usage of Japanese. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and etc. are effective.

(9) Utilization of Assets Gained by JDS Returned Fellows

As for JDS returned fellows responded to the survey questionnaire and interview concerning preparatory survey, reported positive gains of their experience in Japan through JDS both personally and professionally. Key interviews reveal that they show initiative and good performance when they return to work, which makes them a strong candidate for promotion. It is therefore easy to conclude that JDS has made an impact, directly or indirectly, in these young

leaders' lives in terms of career advancement. After completing JDS, it was also confirmed that some cases where the JDS returned fellows are actually responsible for part of promoting the relationship between Japan and the Philippines at the government agencies they belong to.

However, since there is no clear measurement index as to what makes JDS fellows successful, it is necessary to take into full consideration civil servant systems and circumstances of each country whether the success should be measured by promotion or not. A clear timeframe and indices to benchmark their success will give them a career-long guide to what is expected of them when they return to the Philippines.

Furthermore, the survey results and interview indicate that the JDS returned fellows with positions that do not involve policy planning, mentoring, training, leadership may have difficulty in finding relevance to JDS and consequently lose motivation as well as morale when they return to work. Underlining the importance of a clear measure of success, having a standard definition of a successful JDS fellow will facilitate the identification of the right candidates for JDS by putting focus on the applicant's current job description and future work path at the time of application.

Relevance of JDS depends on the position or designation of the JDS fellows when s/he returns to work. An institutionalized re-entry plan may be necessary for government agencies in order to ensure that JDS returned fellows can maximize their knowledge gained through study in Japan after going back to the Philippines and improve utilization of outcome. The re-entry plan includes both requirements for them upon return and organizational support. For example, the support may consider ensuring proper matching of JDS returned fellows with work that deals with their field of expertise, giving recognition of trust through higher work responsibility, and/or connecting them to Japan-related projects. Since such organizational support has been introduced in Australian Awards Scholarships and etc. even before the arrival of fellows in Japan, its introduction to JDS can be considered possible in the future by learning through precedent cases of other donors.

(10) Monitoring and Follow-up by the Philippine Side

In the field survey conducted in January 2018, it was requested by the Philippine side that the Operating Committee Members should visit the accepting universities in Japan at the aim of exchanging opinions with academic advisors including JDS fellows, conducting a monitoring of JDS, and establishing relations between the members and the universities/the graduate schools. In addition, it was pointed out that evaluation by a third party should be carried out so as to confirm the impact of JDS implemented and reinforcement of follow-up activities after returning home. The monitoring of project progress and results by the Philippine side leads to an organizational/national level approach that goes way beyond the level of respective JDS fellows. As it can be one of the important attempts towards the achievement of JDS's outcome, it is necessary to proceed with the content review for the realization and effective implementation of above-mentioned suggestions.

(11) **Networking, Establishment of a Follow-up Scheme and Roles of Implementation Agent**

① **Measures to be taken during the fellows' stay in Japan for follow-up conducted after they return home**

In the Philippines, follow-up scheme for JDS was not active to date only with an annual situation checking being the only contact with JDS returned fellows. Although they are supposed to enroll in the JICA Alumni Association in the Philippines (JAAP) for connection with Japan, their rate of participation in the JAAP has not been high, as shown in the survey findings, making it difficult to know the achievements by JDS.

To make continuous follow-up easier and link those activities to the results of strengthening the partnership between Japan and the Philippines, loyalty to Japan needs to be increased while JDS fellows' stay in Japan so that they will be motivated to maintain their relationship with Japan following their return. By implementing measures to maintain and develop the loyalty increased during their stay in Japan in post-return follow-up, better results can be expected.

In some cases, the implementation agent is currently providing support in the target countries of JDS for establishing an alumni association or holding other events based on the JDS project office. However, it takes additional time and cost to improve the loyalty of JDS returned fellows who have lost a connection with Japan for a certain period of time and it is not necessarily efficient.

For this reason, the measures provided for the JDS fellows staying in Japan and the follow-up measures offered after they return home should be discussed in an integrated manner as continuous measures.

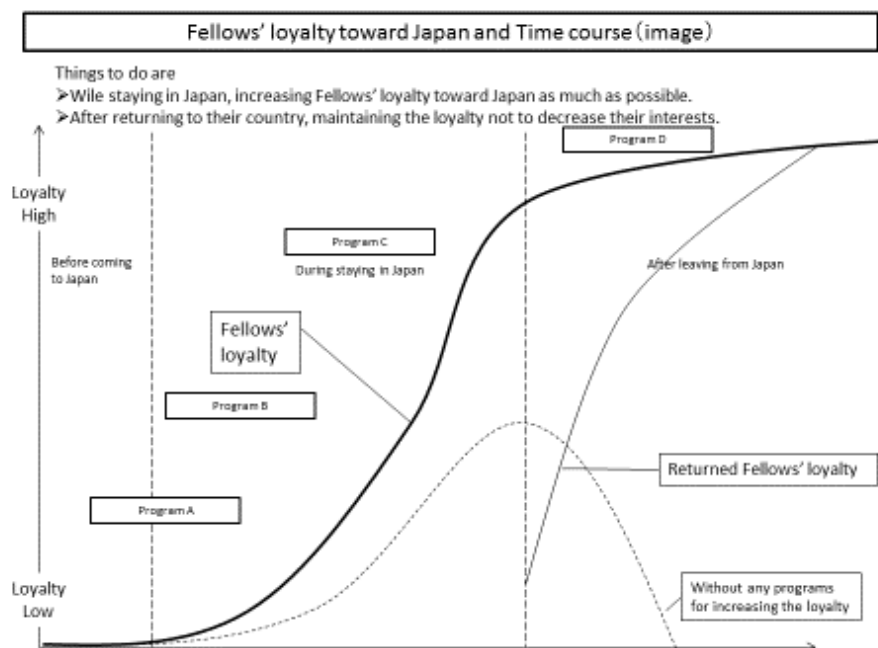


Figure 18: Fellows' Royalty toward Japan and Time Course (Image)

② Follow-up measures implemented after the JDS fellows return home

For conducting sustainable follow-up activities, it is expected for the implementation agent to enhance the follow-up contents in collaboration with the Philippine side and the existing JICA Alumni Association in the Philippines (JAAP) in order to implement measures for maintaining and improving the loyalty developed during the fellows' stay in Japan.

In the Philippines, JDS returned fellow volunteers plan to hold an alumni association event in July 2018 in commemoration of the 15th anniversary of the 2003 dispatch of inaugural JDS fellows. While this should desirably lead to proactive activities, the biggest challenge is to encourage an increased number of JDS returned fellows to take part in follow-up and alumni association activities. A questionnaire survey shows respondents cited, as the reason for non-participation in alumni association activities, date and event venue issues as well as the fact that civil servants working full-time basis find it difficult to gather together.

As there are also cases of JDS returned fellows previously dispatched for a same term gathering together periodically albeit on a small scale, it would be possible to form a group of JDS returned fellows by consolidating these activities. They will be able to be connected with other JDS returned fellows in rural areas due to the availability of information portals such as Facebook even without getting together in person. By gathering together under common platform JDS while under the wing of JAAP, they will likely build a network of JDS returned fellows and provide good feedback both on JAAP and JDS.

For this to happen, it would be desirable to play a role as a facilitator for financial aid of JDS and certain activities for a period of several years until the above-mentioned activities get on track. The implementation agent, having provided support consistently prior to and after fellows' arrival in Japan, can also give indirect assistance more flexibly, which will probably lead JDS fellows to maintain identity as such, form a group, propose and conduct activities and collaborate with JDS alumni associations operating successfully in other countries.

③ Networking with Japanese Administrative Officers for Follow-up

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 JDS, that the JDS fellows are civil servants involved in policy making of each country. Since they are expected to serve as a bridge between Japan and the Philippines as a pro-Japanese, a network with the Japanese ministries and agencies would be useful for their future career. It is desirable to provide support for establishing a network through interaction with civil servants and hold seminars and workshops with the persons concerned with the Japanese ministries and agencies as a lecturer.

The network formulated by these measures is practical for the fellows' operations after they return

home, giving them an incentive to maintain such network and therefore it is expected to establish a continuous relationship. Under such foundation, thorough utilization of support provided by Japanese institutions such as the Embassy of Japan, JICA office, JETRO etc. is also desired.

④ Roles to be performed by the implementation agent

(a) 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 agent is expected to function as a mediator between the JDS fellows and the Japanese ministries and agencies including the persons concerned with ODA. It is expected that the implementation agent will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements.

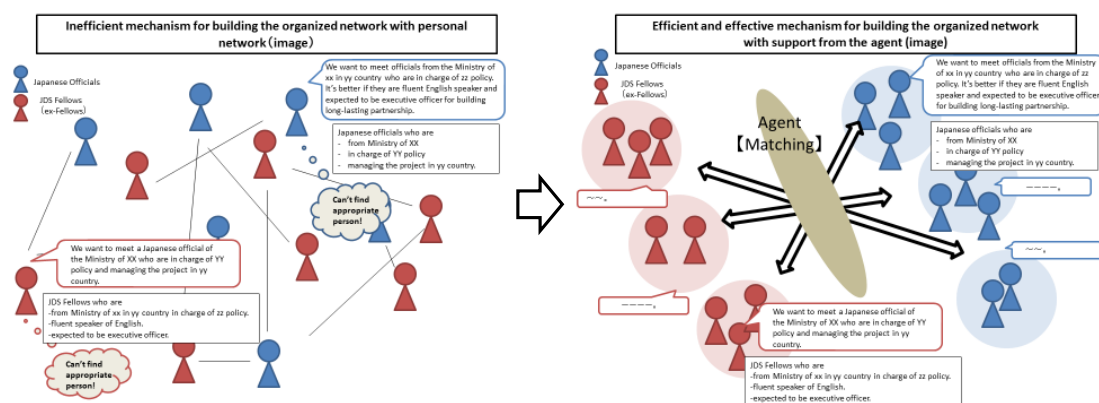


Figure 19: Roles as a mediator by the implementation agent

(b) Firm network foundation with JDS fellows

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

Generally speaking, a problem arising in connection with the follow-up of the fellows is to accurately obtain the information on their whereabouts after their return. JDS in other countries, the implementation agent and the JDS fellows have a trust relationship so that they can contact the agent even after returning home. As such a relationship and system have been created, it makes

possible to know the detailed matters on the fellows' division and work.

The role to be played by the implementation 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. Its function for establishing a relationship with the JDS fellows should be focused on from the viewpoint of follow-up activities.

(c) Network foundation with the Japanese ministries

On the other hand, it is also important to advertise JDS to the persons concerned with the Japanese ministries and agencies. According to the questionnaire survey conducted by the consultant independently, their degree of recognition of JDS is very low.³³ However, the importance of a network with the JDS fellows is high for them. 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 multi-sided significance was also pointed out by the Ministerial Meeting on Strategy relating to Infrastructure Export and Economic Cooperation.³⁴

In order to enhance the opportunities to utilize JDS at ministries and agencies, it is important to inform them that the JDS fellows from the government agencies in the Philippines that can be counterparts of the projects developed by Japan are currently staying in Japan, that the JDS returned fellows have been actually promoted in each country while playing an important role for diplomacy and economy, and that the existence of the implementation agent makes it easier to select an appropriate network conveniently and thereby create an opportunity for utilizing JDS.

For this reason, the implementation agent 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 JDS a human development project that can achieve both the development of the Philippines and the relation between two countries, consequently enabling the establishment of win-win relationship between Japan and the Philippine.

³³ Questionnaire of “Asian Government Leaders Networking Event” sponsored by JICE

³⁴ 16th Meeting of the Management Council for Infrastructure Strategy (March 2, 2015)

3-7. Conclusion

The Philippines' economy has enjoyed high growth steadily in the recent years. To organize infrastructures, systems, basic social and economic bases that are required to keep up this growth, and to develop the Mindanao region, related government agencies must continue to develop and enhance highly professional human resources to raise the total ability. Both being island nations, and with an ever-deepening political, economic and cultural relationship, it is important to enhance the relationship between Japan and the Philippines further, so as to maintain a positive diplomatic relationship between Japan and ASEAN, and entire Asia.

In the preparatory survey, introduction of Ph.D. programs and more follow-up were discussed as major changes in the project. Compared to other countries, not as many JDS returned fellows assume high posts in government bodies in the Philippines, but this survey has demonstrated the building on their experience in Japan, they are active in their career in government bodies and are highly rated by their organizations. As competition gets fierce with other donors' scholarship projects, we can assume the applicants' perspective, and the perspective of the departments who send out their employees, and solidify JDS's identity further, creating more added values for the program and offering more follow-up, to yield better results in future.

JDS, which began to accept foreign students for study in Japan from 2000, has been implemented for a total of 15 countries to date. Among those in other countries, JDS is considered as a project attaining successful results by obtaining the cooperation of local entities involved. The proposal in the JDS basic research mentioned earlier said it was important to continue JDS in order to build a relationship of trust (with the partner country government) and bolster the diplomatic relationship with the nation. JDS, being a human resource development program based on a long-term perspective, take time before delivering results. However, the number of JDS fellows will steadily grow in the future, who will likely form a critical mass in the nation's government while playing key roles in its central and local governments after returning to the country. One major achievement from the preparatory survey was the fact that it made it clearer that JDS would improve and develop further in the future through the active cooperation and endeavors between the two nations' government officials involved.

End

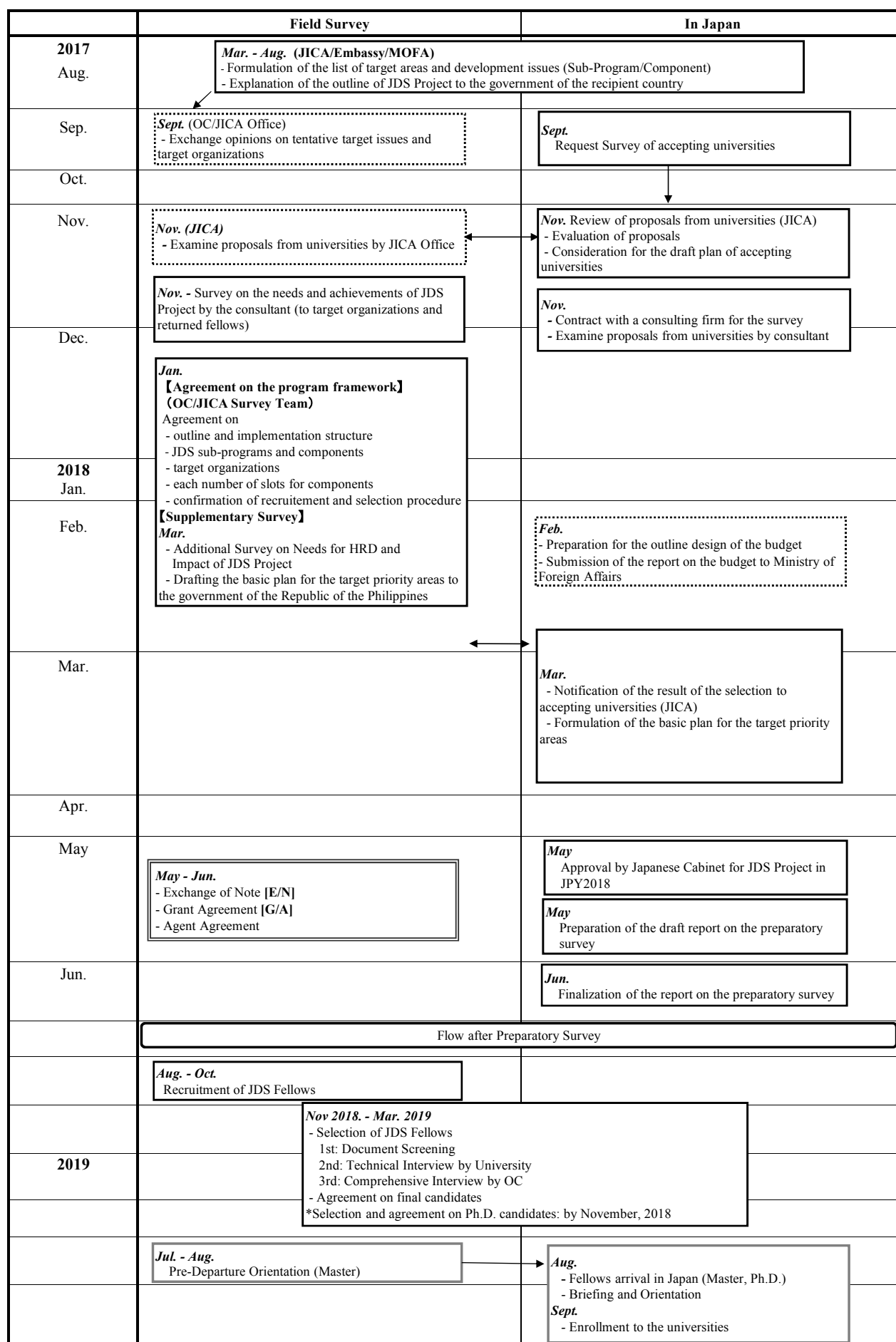
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2. Flowchart of the Preparatory Survey for JDS
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5. The Number of JDS Fellows to be Accepted for the Next Four Years
under the JDS Project in the Republic of the Philippines
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Member List of the Survey Team

| Name | Assigned Work | Organization and Position |
|-----------------------|-------------------------------------|--|
| Ms. Aya KANO | Leader | Senior Representative JICA Philippines Office |
| Ms. Maho MATSUBARA | Cooperation Planning | Assistant Director Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA |
| <Consultants> | | |
| Mr. Tsuyoshi SHIONOYA | Human Resource Development Planning | Managing Director International Student Programs Department I, JICE |
| Ms. Mayumi AOKI | Overseas Study Planning | Deputy Director International Student Programs Division, International Student Programs Department I, JICE |
| Mr. Masatoshi HARA | Needs Study/Coordination | Country Officer International Student Programs Division, International Student Programs Department I, JICE |

Flowchart of the Preparatory Survey



The Project for Human Resource Development Scholarships (JDS)
List of Contact Persons during the First Field Survey in the Republic of the Philippines

1. Discussion on the Minutes

| Date and Time | Contact Persons | Remarks |
|--|---|---|
| January 16 th , 2018 (Tue) 9:00~10:00 | <ul style="list-style-type: none"> ■ Embassy of Japan in the Philippines - Mr. Makoto Iyori, Minister - Mr. Manabu Yasukawa, First Secretary | Discussion with the Operating Committee Members |
| January 17 th (Wed) 10:00~11:30 | <ul style="list-style-type: none"> ■ Minutes Discussion with OC members - Mr. Mr. Rolando G. Tungpalan, Undersecretary, National Economic and Development Authority (NEDA) - Mr. F Mr. Arthur Luis P. Florentin, Executive Director IV, Civil Service Institute, Civil Service Commission (CSC) - Ms. Cristina Maria B. Cabanos, Senior Human Resource Specialist, Office of the Executive Director, Civil Service Institute, CSC - Mr. Joseph Norley Y. Capistrano, Division Chief, Public Investment Staff-Asia Pacific Division, NEDA - Ms. Charlene Margaret D. Aguilos, Economic Development Specialist, Public Investment Staff-Asia Pacific Division, NEDA - Mr. Manabu Yasukawa, First Secretary, Embassy of Japan | |
| January 19 th (Fri) 15:30~16:30 | <ul style="list-style-type: none"> ■ Embassy of Japan in the Philippines - Mr. Makoto Iyori, Minister - Mr. Manabu Yasukawa, First Secretary | |

2. Visit to the expected Target Organizations and JDS Fellows

| Date and Time | Contact Persons | Remarks |
|---|---|---------|
| January 15 th , 2018 (Mon) 14:00~15:00 | <ul style="list-style-type: none"> ■ Department of Finance (DOF) - Mr. Alvin P. Diaz, Director IV , - Ms. Rose, Gracia, Human Resource Department | |
| January 15 th (Mon) 15:30~16:30 | <ul style="list-style-type: none"> ■ Bangko Sentral ng Pilipinas (BSP) - Ms. Liesl Elizabeth M. BOBIS, Deputy Director, BSP Institute - Mr. Christopher, Wycoco, Acting Manager – BSPI 【JDS Fellow (Alumni)】 - Ms. Sawarita Diwata Miguela Excartin (IUJ / 2nd Batch) - Ms. Dacio, Jasmin Estacio (Hitotsubashi Univ./ 5th Batch) - Mr. Regala, John Lacanilao (Waseda Univ./ 5th Batch) - Ms. Evidente, Maria Dorecyl Mosquera (Sophia Univ. / 6th Batch) | |

| | | |
|---|---|--|
| January 16 th (Tue) 13:30~14:30 | <ul style="list-style-type: none"> ■ Department of Public Works and Highways (DPWH) <ul style="list-style-type: none"> - Mr. Michael Villa France, Director - Ms. Victoria Hernal, Administrative Officer V, - Mr. Ricardo Estrera Assistant Division Chief - Ms. Alma Lim – Division Chief 【JDS Fellow (Alumni)】 <ul style="list-style-type: none"> - Mr. Romero, Jomar Paul Berba (Nagoya University/ 13th Batch) - Mr. John Jonwhell (Nagoya University / 13th Batch) | |
| January 17 th (Wed) 17:00~18:00 | <ul style="list-style-type: none"> ■ Philippine Statistics Authority (PSA) <ul style="list-style-type: none"> - Atty. Maribeth Pilimpinas, Assistant National Statistician - Ms. Rowena Masangcay, Human Resource Officer IV - Mr. Roderick Santos, Human Resource Officer V 【JDS Fellow (Alumni)】 <ul style="list-style-type: none"> - Mr. Embille, Rassel Jhun Sabado (Kobe University / 13th Batch) - Mr. Clarino, Gerald June L. (IUJ/ 12th Batch) - Ms. Novilla, Ma.Goretti M. (IUJ/ 13th Batch) - Ms. Viernes, Mechelle Mendoza (Kobe University / 12th Batch) - Ms. Valdez, Cherilyn C. (Ritsumeikan University / 3rd Batch) | |
| January 18 th (Thu) 10:00~11:00 | <ul style="list-style-type: none"> ■ Department of Science and Technology (DOST) <ul style="list-style-type: none"> - Dr. Teodoro Ms. Gatchalian, Assistant Secretary | |
| January 19 th (Fri) 14:00~15:00 | <ul style="list-style-type: none"> ■ Department of Trade and Industry (DTI) <ul style="list-style-type: none"> - Mr. Joel R. Cruz, Director, Human Resource and Administrative Service - Ms. Brigida J. Alcanices, Assistant Director, Human Resource and Administrative Service | |
| January 17 th (Wed) 19:30~21:30 | <ul style="list-style-type: none"> ■ View exchange with JDS Fellows Alumni (managerial level) <ul style="list-style-type: none"> - Mr. LAVANDERO, Albert Nagal, Court Attorney V, Legal Office - Office of the Court Administrator, Supreme Court of the Philippines (ICU / 2nd batch) - Ms. PERIDA - TRAYVILLA, Ma. Karina Bercasio, Director IV, Bureau of Workers with Special Concerns, Department of Labor and Employment (Kyushu Univ / 7th batch) - Ms. MANALO, Pamela Diaz, Supervising Legislative Staff Officer III / OIC Director, Fiscal Policy Research Service, Congressional, Policy and Budget Research Department, House of Representatives (Ritsumeikan Univ. / 8th batch) - Mr. DELOS REYES Francis San Juan, Senior Assistant Vice President, Treasury, Development Bank of the Philippines (IUJ / 9th batch) | |

| | | |
|---|---|--|
| January 18 th (Thu) 19:30~21:30 | <ul style="list-style-type: none"> ■ View exchange with JDS Fellows Alumni - Ms. GUTIERREZ, Rutherlyn Tome, Department of Tourism (Niigata University/ 1st batch) - Mr. VIBAL JR., Raul Cana, Senate of the Philippine (IUJ / 3rd batch) - Mr. MACABEO, Bobby Marga, Government Security and Insurance System (Waseda Univ./ 4th batch) - Ms. MONTEZA, Jayne Abrenica, Senate of the Philippines (Waseda Univ. / 3rd Batch) - Ms. BALMES, Katherine Sabio, Presidential Management Staff (Meiji University / 7th batch) - Mr. LINGAN, Gabriel Lasam, Cagayan Economic Zone Authority (Hitotsubashi University / 7th batch) - Mr. MONTIEL , Zyrus Oliver Placente, Sugar Regulatory Administration (Nagoya University / 12th batch) - Mr. QUIBOT , Osric Primo Bern Arbon, Metals Industry Research and Development Center - DOST (Nagoya University, 12th batch) | |
|---|---|--|

3. Visit to the expected Target Organizations and JDS Fellows

| Date and Time | Contact Persons | Remarks |
|--|---|---------|
| January 18 th , 2018 (Tue.) 16:00~17:30 | <ul style="list-style-type: none"> ■ Australia Awards - Philippines - Ms. Milalin Javellana (Program Director) | |

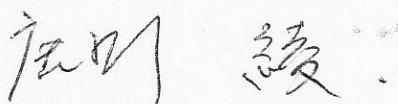
**MINUTES OF DISCUSSIONS
ON THE PREPARATORY SURVEY OF
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO THE REPUBLIC OF THE PHILIPPINES**

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

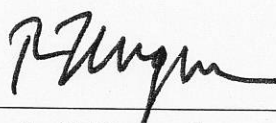
In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by Ms. Aya Kano, Senior Representative of JICA Philippines Office to Manila, from January 15 to 19, 2018.

The Team held a series of discussions with the Philippine members of the Operating Committee of the JDS Project (hereinafter referred to as “the Committee”). Both parties reached an agreement on the JDS Project as attached hereto.

Manila, January 17, 2018



Aya KANO
Senior Representative
JICA Philippines Office



Rolando G. Tungpalan
Undersecretary
National Economic and Development Authority

I. Objective of the Preparatory Survey

The Committee agreed on the objectives of the Preparatory Survey as explained by the Team and as reflected in ANNEX 1 “Flowchart of the Preparatory Survey of JDS Project”.

The main objectives of the Survey are:

- (1) To seek the Philippine government’s agreement on the framework of the JDS Project from Japanese Fiscal Year (JFY) 2018 to 2021 to be implemented with support from the Japanese Government through its Grant Aid program;
- (2) To identify the number of potential candidates for the JDS Projects; and
- (3) To estimate the overall costs of the next cycle, that is a period of four years, of the JDS Project.

II. Framework of the JDS Project

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

The flow of the JDS Project for the next four batches, as reflected in ANNEX 2 “Flowchart of the Succeeding Four Batches”, was agreed on by the Team and the Philippine Side.

One Grant Agreement will be formulated and signed to cover one batch of fellows, with the first year dedicated to the recruitment and selection of the JDS fellows who will study in Japan from the second year to the fourth year.

Therefore, the first batch of fellows under the new JDS framework will be recruited and selected in 2018 and will arrive in Japan in 2019.

2. Target Areas of the JDS Project

Based on the discussions held between both parties, the target priority (Sub-Programs) and target development issues (Components) are as follows.

(1) Sub-Program 1 :

Public Policy and Science Technology for Sustainable Economic Growth

Components :

- 1-1 Enhancement of Public Administration and Finance
- 1-2 Enhancement of Industrial Promotion
- 1-3 Improvement of Transportation Infrastructure Development

(2) Sub-Program 2 :

Overcoming Vulnerability and Stabilizing Bases for Human Life and Production Activity

Components :

- 2-1 Disaster Risk Reduction and Management
- 2-2 Environmental Management, Infrastructure Development in Regional Cities

3. Target Organizations

Based on the discussions held between both parties, the target organizations were identified as indicated in ANNEX 3 “Design of JDS Project for the Succeeding Four Batches”.

It was also agreed that the possibility of some adjustments regarding the target organizations shall be discussed during the first Operating Committee meeting under the new framework.

4. Number of JDS Fellows (Master’s Program)

There will be twenty (20) JDS Fellows per batch, for all four batches of fellows, from JFY 2019 to 2022.

5. Accepting Universities of JDS Fellows

The Team proposed candidate universities to accept JDS Fellows based on the relevance of the universities’ proposals to the abovesited target priority areas and development issues. The Philippine Side agreed to discuss and decide on the accepting universities before the middle of March 2018.

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

The Team explained that a PhD Program could be introduced as a part of the JDS Project after confirmation by the Team of the need for such among target organizations, considering how further career development among selected JDS Fellows will contribute to the development of their respective organizations and of the country, as a whole. Two (2) slots will be allocated to the PhD program per batch of fellows, on top of the twenty (20) slots for master’s fellows. Both parties confirmed that the detailed procedure for recruitment and selection of candidates under the PhD program would be discussed by the Committee.

7. Basic Plan for Each Component

The Team discussed the Basic Plan for each component (ANNEX 4), which included the background, objectives, summary of activities and other details of the project.

Both parties confirmed the necessity of arranging separate meeting(s) to discuss and prepare the Basic Plan for each component.

III. Important Matters Discussed

1. Selection of the JDS Fellows

Both parties confirmed the importance of the recruitment and selection of the appropriate candidates, and agreed that the Philippine side should continue to promote actively the JDS Program.

2. Monitoring and Evaluation

It was agreed that the Philippine side should continue to actively monitor and evaluate JDS graduates with the view to expanding the alumni network and maximizing their contribution in their respective fields of study. Relatedly, the Philippine side expressed the usefulness of having periodic monitoring visits by the Committee, and the Team took note of it.

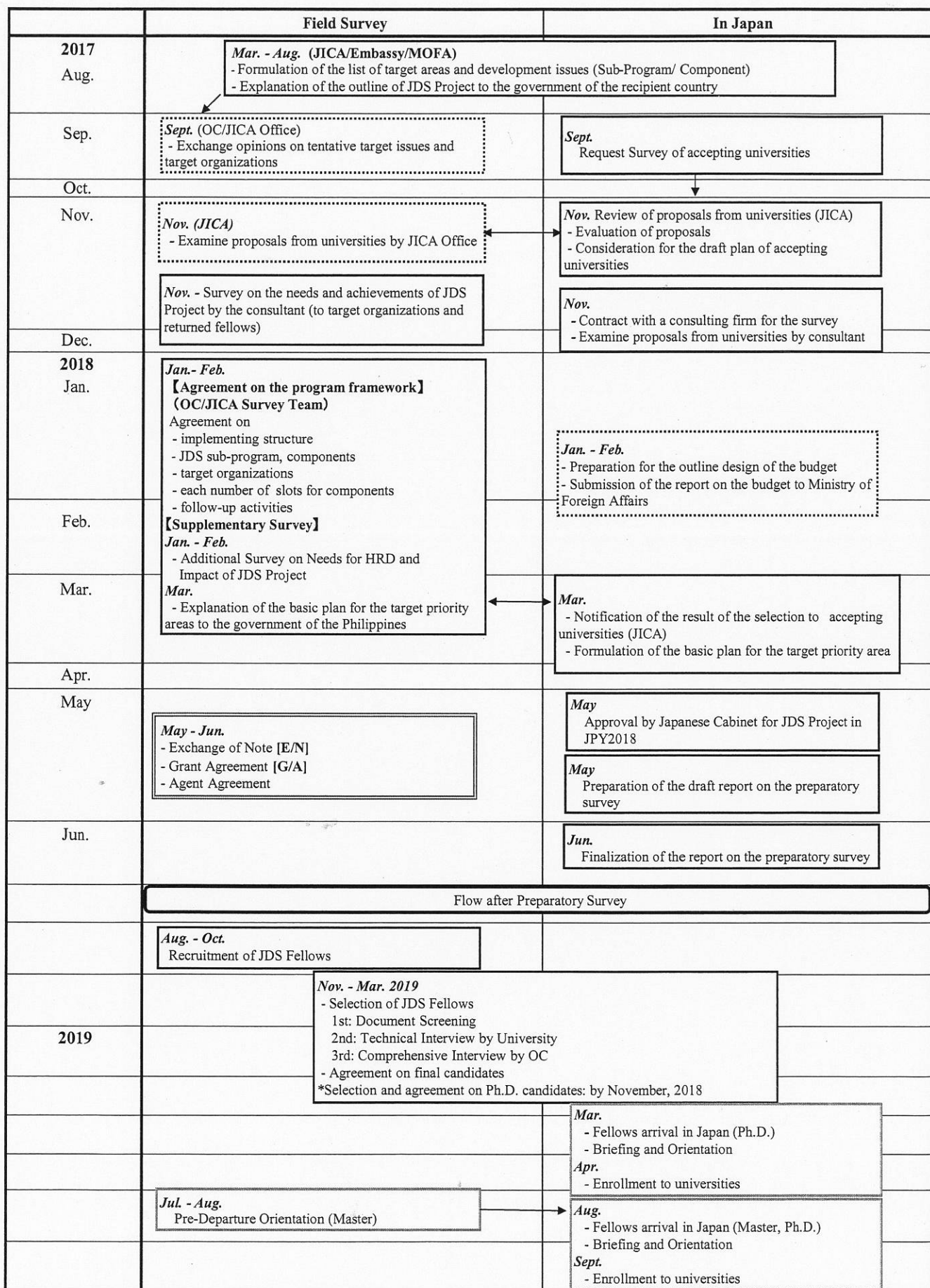
Both sides also agreed that it would be desirable to subject the JDS program to an independent evaluation in the near future.

3. Request for additional slots

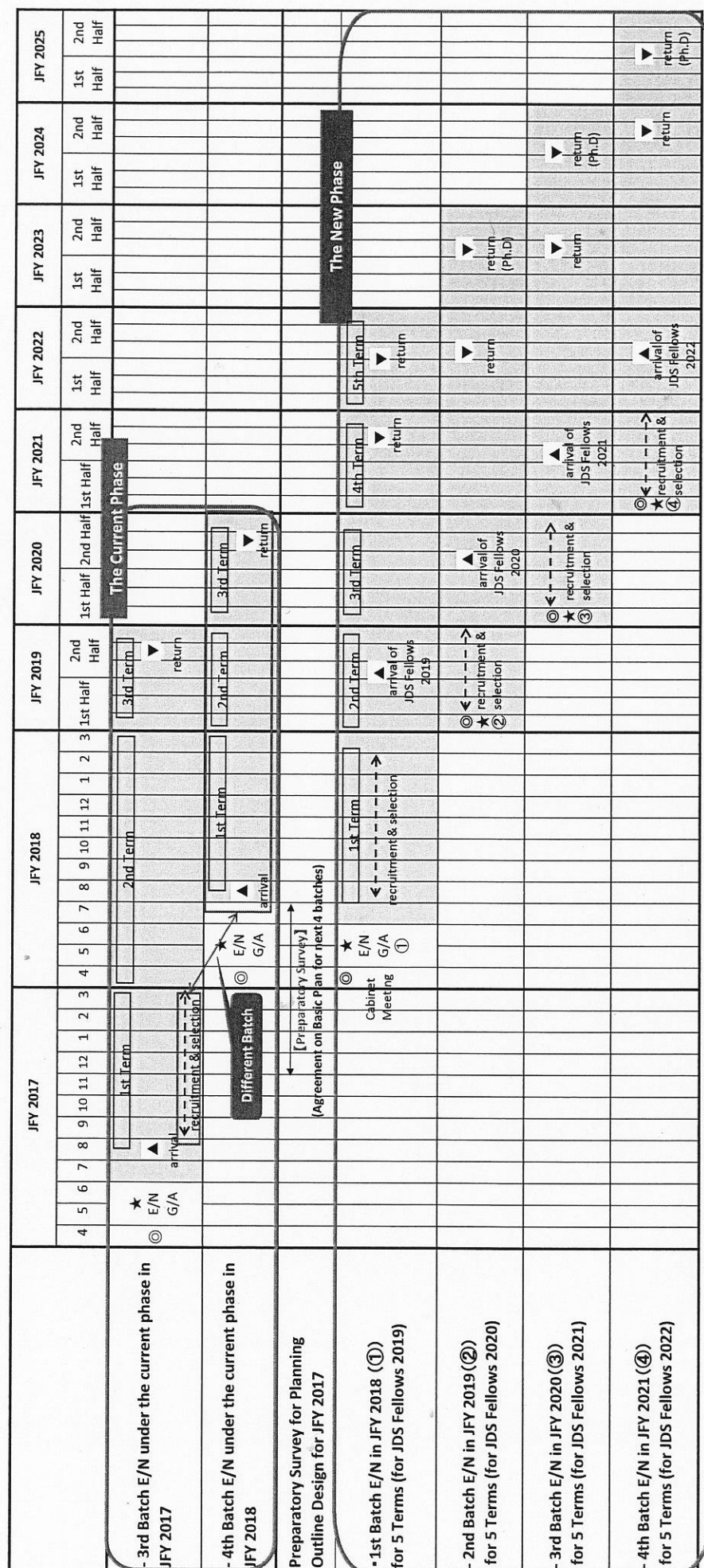
The Philippine side reiterated its request for the Japanese Government to consider an increase in the number of slots for JDS master's course fellows for the Philippines. The Team took note of it.

- ANNEX 1: Flowchart of the Preparatory Survey
- ANNEX 2: Flowchart of JDS Project for the Succeeding Four Batches
- ANNEX 3: Proposed Framework of JDS Project for Four Batches
- ANNEX 4: JDS Basic Plan for the Target Priority Area (Draft)

Flowchart of the Preparatory Survey



Handwritten signature and initials.



Project Period for 8 years

◎ : Cabinet Meeting
★ : Exchange of Notes (E/N)、Grant Agreement (G/A)
▲ : Arrival of Fellows to Japan
▼ : Return of Fellows to the Philippines

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Proposed Framework of JDS Project in the Philippines for Four Batches (for JDS Fellows 2019-2022)

| Sub-Program (JDS Priority Areas) | Component (JDS Development Issues) | slot | Expected Research Field/topic | Expected Main Target Organizations |
|---|--|--------|---|--|
| 1 Public Policy • Science and Technology for Sustainable Economic Growth | 1-1 Enhancement of Public Administration and Finance | 6 | Public Policy (except for industrial policy), Law, Public finance management | NEDA, DOF, DOLE, DBM, BSP, CSC, DFA, POEA, etc. |
| | 1-2 Enhancement of Industrial Promotion | 4 | Promotion of investment and trade, automobile industry, IT industry, SME Development | DTI, BOI, etc. |
| | 1-3 Improvement of Transportation Infrastructure Development | 4 or 6 | Urban planning, transportation planning and engineering | DOTr, DPWH, NEDA etc. |
| | 2-1 Disaster Risk Reduction and Management | 2 or 4 | Meteorology, marine meteorology, Earthquake and tsunami, volcano, disaster prevention policy, coastal engineering, flood control, sabo engineering | DOST, PAGASA, PHILVOLCS, OCD, DPWH, etc. |
| 2 Overcoming Vulnerability and Stabilizing bases for Human Life and Production Activity | 2-2 Environmental Management, Infrastructure Development in Regional Cities | 2 | construction engineering (water and sewage), environmental/sanitary engineering, climate change, etc. | DENR, DPWH, LWUA, MMDA/MWSS, etc. |
| Maximum Number per year | | 20 | +2 Ph.D. Fellows | |

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Republic of the Philippines
2. Target Priority (Sub-Program) Area:
3. Operating Committee:
 Philippine Side: National Economic and Development Authority, Civil Service Commission,
 Department of Foreign Affairs
 Japanese Side: Embassy of Japan, JICA Philippines Office

Itemized Table 1-1

1. Outline of Sub-Program / Component

(1) Basic Information

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

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

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

Relevant Projects and Training Programs of JICA Philippines 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 and Doctoral degree to the young capable government officials who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build a human network, and eventually strengthen the bilateral relationship / partnership between Japan and the Philippines.

(2) Project Design

- 1) Overall goal
- 2) Project purpose

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

Graduate School of XX X fellows / year total X fellows / 4 years

(5) Activity (Example)**Graduate School of XXXXX**

| Target | Contents/ Programs to achieve target |
|---|--------------------------------------|
| 1) Before arrival in Japan | |
| Pre-departure preparation in the Philippines 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 Fellows

- 1 batch X fellows × 4 years = 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, From the year 2022 (Until 2024) : X fellows

(7) Inputs from the Philippine 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


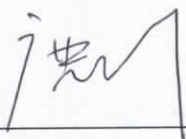
- 1) Nationality: Citizen of the Philippines
- 2) Age: Below the age of 40 as of 1st April in the year of dispatch.
- 3) Academic Background:
 - Completed the undergraduate level (Bachelor Degree) of education.
 - Has a good command of both written and spoken English at graduate level.
- 4) Work Experience:
 - Completed X year probation period.
- 5) Eligible Officers:
- 6) Others
 - A person of sound mind and body
 - A person falls under any of the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship
 - Those who have 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 cannot apply for JDS.

**MINUTES OF DISCUSSIONS
ON THE PREPARATORY SURVEY FOR
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
FOR THE REPUBLIC OF THE PHILIPPINES**

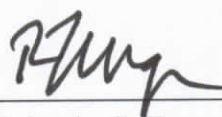
This follows the first Minutes of Discussions signed between the Japan International Cooperation Agency (hereinafter referred to as "JICA") Preparatory Survey Team and the members-agencies of the Philippine Operating Committee for the Project for Human Resource Development Scholarship (the JDS Project) during a meeting on January 17, 2018, covering the Parties' agreements and discussions on the objective and the basic framework of the JDS Project for the Philippines, among others.

After a series of discussions with the Preparatory Survey Team, the JDS Philippines OC Meeting on March 26, 2018, confirmed the list of accepting Japanese universities and respective Master's Degree programs for the next four batches of JDS fellows from Japanese Fiscal Year 2019-2022 as attached hereto.

Manila, March 26th, 2018



Aya KANO
Senior Representative
JICA Philippines Office



Rolando G. Tungpalan
Undersecretary
National Economic and Development Authority

P13-Asoc / 2584

List of Candidate Universities for the JDS Project in the Philippines (for Fellows 2019 -2022: Masters Degree)

| Components | University | Graduate School | Program | slot (total:20) | per CP |
|---|------------------------------------|---|--|--------------------|--------|
| CP1-1: Enhancement of Public Administration and Finance Slot: 6 | International University of Japan | GS of International Relations (GSIR) | Public Management and Policy Analysis Program (PMPP) | 1 | 6 |
| | Meiji University | GS of Governance Studies | Governance Studies (English Track) | 2 | |
| | International Christian University | GS of Arts and Sciences | Public Policy and Social Research Program, Politics and International Studies | 2 | |
| | Hitotsubashi University | School of International and Public Policy | Asian Public Policy Program (APPP) | 1 | |
| CP1-2: Enhancement of Industrial Promotion Slot: 4 | International University of Japan | GS of International Relations (GSIR) | International Development Program (IDP) | 1 | 4 |
| | Kobe University | GS of International Cooperation Studies | Special Course for Development Policy | 2 | |
| | Rikkyo University | GS of Business | Master of Public Management and Administration (MPMA) Course, Master of International Business Program | 1 | |
| CP1-3: Improvement of Transportation Infrastructure Development/ Slot: 6 | Yokohama National University | GS of Urban Innovation | Department of Infrastructure and Urban Society, Specialization in International Infrastructure (IGSI) | 2 | 6 |
| | Nagoya University | GS of Environmental Studies (in cooperation with the GS of Engineering) | Nagoya University Global Environmental Leaders Program (NUGELP) | 1 | |
| | Hiroshima University | GS for International Development and Cooperation (IDEC) | Division of Development Science, Development Technology Course/ Development Policy Course | 1 | |
| | Hokkaido University | GS of Engineering | Division of Engineering and Policy for Sustainable Environment, Division of Field Engineering for the Environment | 2 | |
| CP2-1: Disaster Risk Reduction and Management Slot: 2 | Yokohama National University | GS of Urban Innovation | Department of Infrastructure and Urban Society, Specialization in International Infrastructure (IGSI) | 1 | 2 |
| | Nagoya University | GS of Environmental Studies (in cooperation with the GS of Engineering) | Nagoya University Global Environmental Leaders Program (NUGELP) | 1 | |
| CP2-2: Environmental Management, Infrastructure Development in Regional Cities Slot: 2 | University of Tokyo | Graduate School of Engineering | Department of Urban Engineering, Graduate Programs for Int'l Students in Urban and Environmental Studies: Environmental Engineering Course | 2 | 2 |
| | | | | 20 | |

The Number of JDS Fellows to be Accepted for the Next Four Years under JDS in the Republic of the Philippines

| Sub-Program | Component | University | Graduate School | Expected Number of JDS Participants | | | | |
|---|---|------------------------------------|---|-------------------------------------|-----------|-----------|-----------|-------|
| | | | | 1st Batch | 2nd Batch | 3rd Batch | 4th Batch | Total |
| 1 Public Policy, Science and Technology for Sustainable Economic Growth | 2-1 Enhancement of Public Administration and Finance | Meiji University | Graduate School of Governance Studies | 2 | 2 | 2 | 2 | 8 |
| | | International Christian University | Graduate School of Arts and Sciences | 2 | 2 | 2 | 2 | 8 |
| | | International University of Japan | Graduate School of International Relations | 1 | 1 | 1 | 1 | 4 |
| | | Hitotsubashi University | School of International and Public Policy | 1 | 1 | 1 | 1 | 4 |
| | 2-2 Enhancement of Industrial Promotion | Kobe University | Graduate School of International Cooperation Studies | 2 | 2 | 2 | 2 | 8 |
| | | International University of Japan | Graduate School of International Relations | 1 | 1 | 1 | 1 | 4 |
| | | Rikkyo University | Graduate School of Business | 1 | 1 | 1 | 1 | 4 |
| | 2-3 Improvement of Transportation Infrastructure Development | Yokohama National University | Graduate School of Urban Innovation | 2 | 2 | 2 | 2 | 8 |
| | | Hokkaido University | Graduate School of Engineering | 2 | 2 | 2 | 2 | 8 |
| | | Hiroshima University | Graduate School for International Development and Cooperation | 1 | 1 | 1 | 1 | 4 |
| 2 Overcoming Vulnerability and Stabilizing Bases for Human Life and Production Activity | 2-1 Disaster Risk Reduction and Management | Nagoya University | Graduate School of Environmental Studies | 1 | 1 | 1 | 1 | 4 |
| | | Yokohama National University | Graduate School of Urban Innovation | 1 | 1 | 1 | 1 | 4 |
| | 2-2 Environmental Management, Infrastructure Development in Regional Cities | Nagoya University | Graduate School of Environmental Studies | 1 | 1 | 1 | 1 | 4 |
| | | University of Tokyo | Graduate School of Engineering | 2 | 2 | 2 | 2 | 8 |
| | | | Total | 20 | 20 | 20 | 20 | 80 |

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

Basic Information of Target Priority Area (SubProgram)

1. Country: Republic of the Philippines
2. Target Priority (Sub-Program) Area: Public Policy ・ Science and Technology for Sustainable Economic Growth
3. Operating Committee:
 Philippine side: National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Foreign Affairs (DFA)
 Japan side: Embassy of Japan in the Philippines, JICA Philippine Office

Itemized Table 1-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area:
Public Policy ・ Science and Technology for Sustainable Economic Growth
2. Component: Enhancement of Public Administration and Finance
3. Target Organization: See Design of JDS Project in the Philippines

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

In the Philippines, the insufficient infrastructure development has long been regarded as a factor behind the impediments to economic development. The current administration, which was established in 2016, are planning to raise the infrastructure expenditure to more than 5% of GDP, to speed up the decision making process, to secure these resources by reforming the tax system, combining infrastructure development through proactive use of ODA and operation and maintenance by Public-Private Partnership (PPP). In addition, support for improving administrative and financial capacity is an urgent issue, regardless of central and regional areas, with issues such as future federal system and expansion of the autonomy right in the Bangsamoro region.

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

According to the Country Assistance Policy for the Republic of the Philippines revised in April 2018, "implementation of the cooperation to realize a stronger foundation for inclusive growth, a high-trust and resilient society, and a globally-competitive economy" is set as the basic assistance policy. Under this basic policy, priority areas of assistance are set including "strengthening the foundation for sustainable economic growth." Cooperation program for industrial promotion and administrative capacity improvement supports financial and administrative reforms that the Philippine government is working on such as improving tax collection capacity, improving debt management capacity, and cultivating financial markets.

In addition to this, "peace and development in Mindanao" is also set as a priority area. JICA provides assistance in institutional capacity development and human resource development for those who are responsible for future development through its cooperation program towards Mindanao regions.

The JDS project in the Philippines started dispatching fellows to Japan in the year of 2003 and dispatched 319 fellows in total through the 1st to the 15th batch (as of May 2018). Among the 319 fellows,

282 obtained master's degree and returned to the Philippines (225 are in the field related to Public Administration and Finance). Most of the fellows have returned to the original workplace for solving development issues through their work.

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of public policies in enhancement of public administration and finance.

2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of public policies in enhancement of public administration and finance.

(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

- Meiji University, GS of Governance Studies, 2 fellows/year, Total 8 fellows/4 years
- International Christian University, GS of Arts and Sciences, 2 fellows/year, Total 8 fellows/4 years
- International University of Japan, GS of International Relations, 1 fellow/year, Total 4 fellows/4 years
- Hitotsubashi University, School of International and Public Policy, 1 fellow/year, Total 4 fellows/4 years

(5) Activity

Meiji University, Graduate School of Governance Studies

| Target | Contents/ Programs to achieve target |
|---|--|
| 1) During study in Japan | |
| Enhance disciplinary knowledge in different fields of expertise related to global issues. Develop skills for analyzing practical issues such as economic development and political/administrative reforms. Nurture knowledge in governance-related issues | The Graduate School of Governance Studies (GS) provides the following three programs; "Public Policy", "International Development Policy" and "Community Planning and Management" so that JDS Fellows can develop their own curriculum by taking appropriate subjects from different programs based on their research topic. |

| | |
|--|--|
| Acquire the knowledge of both global and local issues and develop the skills of policy formulation and implementation for proper problem-solving | The school invites distinguished scholars both from Japan and abroad to special lectures relevant to JDS Fellows' research themes. It also offers joint multi-lingual classes conducted in both English and Japanese for fostering intellectual exchange between Japanese and international students as well as fieldwork opportunities involving site visits to public policy institutions and interactions with Japanese personnels. |
| Strengthen the thesis writing capacity | The school offers workshops on academic writing in and reading in English while providing special instructions such as proofreading, grammar instructions and counseling services. Special subjects such as social research method and technical writing are offered in addition to regular courses. |
| 2) After return | |
| Utilize the knowledge and products gained through the study in Japan | The school organizes follow-up seminars and other opportunities for developing a network of alumni. |

International Christian University, Graduate School of Arts and Sciences

| Target | Contents/ Programs to achieve target |
|---|--|
| 1) During study in Japan | |
| Improve thesis writing skills | Experienced instructors in charge of "Liberal Arts English Program" give the lecture on "Writing for Researchers" which enables JDS Fellows to search academic resources properly and attain the basic knowledge on writing a variety of academic and research papers in English. Additionally, not only the time for seminar is periodically offered but opportunities for having a debate and detailed advice from faculty advisors are provided as well to satisfy individual needs of the Fellows and encourage them organizing their plan of master's thesis. |
| Acquire the fundamental knowledge and various types of research methodologies required for empowerment and improvement of public administration | ICU offers foundation courses such as "Public Policy", "Research Design and Methodology" and etc. to provide the elemental knowledge with a variety of research methods that are necessary for empowerment and improvement of public administration. Acquisition of methodology on quantitative analysis or other related subjects will be provided if necessary. |
| Foster the capacities as a practitioner | JDS Fellows have opportunities to enhance their |

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| | capability as a practitioner through onsite visits to central government agencies corresponding to their research theme and interact with officers from municipal government (e.g. Mitaka City Office) so as to learn about reinforcement of governance at local and national levels. If needed, faculty members accompany the Fellows to participate in international conferences and/or academic meetings depending on their research interest. |
| Deepen the understanding on the global movement | JDS Fellows are provided the chance to participate in the UN University Global Seminar to deepen the understanding of the global movement toward the development by UN and international organizations such as post MSDs. In addition, ICU has a high ratio of both faculty members and students from abroad and many of potential supervisors have work experience in international organizations such as the Asian Development Bank (ADB), the World Bank and various United Nations (UN) programs that leads the Fellows to mutual learning and enhanced relationships with them. |

International University of Japan, Graduate School of International Relations

| Target | Contents/ Programs to achieve target |
|---|--|
| 1) Before arrival in Japan | |
| Pre-departure preparation in the Philippines for smooth study/research after arrival in Japan | As preliminary preparation for conducting research at the graduate level with ease, basic courses focusing on mathematics, economics and other related subjects are offered in the Philippines during summer prior to the enrollment. |
| 2) During study in Japan | |
| Capacity development for core government officials engaged in designing, implementing, evaluating and managing economic and public policy | Graduate School (GS) provides JDS Fellows the practical coursework satisfying global standard requirements and supervision for master's thesis/research report. In the coursework, they will study not only theories in economics, public finance and public policy, but also pragmatic skills and knowledge in planning and implementing the medium and long term policies. |
| Learn highly analytical thinking and problem solving skills | GS offers required courses targeted at analytical and empirical skills with knowledge that are essential to understand comprehensive aspects of economics and |

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| | related fields while elective courses put more emphasis on practical aspects and policy-oriented issues. This combination allows JDS Fellows to both identify and resolve problems found in regional and international economic policy agendas. |
| Attain practical knowledge and insights | Through special seminars given by prominent guests invited from other university or foreign government, case study and workshop on policy practice or field trip to government organizations, JDS Fellows obtain hands-on knowledge and insights for Philippine economic development. |
| 3) After return | |
| Continuous improvement of knowledge, theories and skills | Follow-up trainings are provided in the Philippines after graduation with the aim of ameliorating knowledge, theories and skills continuously. |

Hitotsubashi University, School of International and Public Policy, Asian Public Policy Program (APPP)

| Target | Contents/ Programs to achieve target |
|--|---|
| 1) Before arrival in Japan | |
| Organize sufficient preparation in advance to help students smoothly start their study after arrival in Japan | Encourage JDS Fellows to learn basic mathematical skills required for economic analysis by sharing actual study materials beforehand. |
| 2) During study in Japan | |
| Acquire knowledge of economic theory and its applications that forms the basis of formulating policies required for strengthening market economy | JDS Fellows acquire economic theory and its application to policies through the core curriculum such as macroeconomics, microeconomics, public economics and econometrics. Special classes and individual tutorials are offered to enhance the Fellows' mathematical and English language skills that are essential for them to fully benefit from APPP's curriculum. |
| Obtain specific skills to analyze and evaluate policies | Through elective courses on applied subjects such as tax policy, finance, public investment, social security and monetary & fiscal policies, JDS Fellows attain knowledge and skills that are useful in tackling specific issues on public policy. |
| Strengthen the abilities to clarify issues, foster a common understanding, express one's ideas and persuade others | JDS Fellows attend a small-group seminar under the supervision of their respective academic advisors throughout the whole duration of the program so as to develop debating skills and broaden their perspective, |

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| | which enables them to improve their ability to discuss and contribute to international conferences/seminars. |
| Gain experiences in making policy proposals that are not only practical, but also backed by sound economic theory | By completing a master's thesis directly linked to actual policy issues under the guidance of academic advisors who have working experience at Japanese public agencies and/or international organizations, JDS Fellows are able to obtain the abilities to analyze and formulate policies firmly grounded on reality. |
| Learn how both theory and practice can be taken into consideration in formulating and implementing economic policy | Through seminars and lectures under Special Program given by experts in specific policy areas, JDS Fellows deepen their understanding of national and international policies. Furthermore, by visiting local government offices and interacting with local public servants as one of the activities of the Special Program, they have opportunities to widen their knowledge of public policy issues at a local level. |
| 3) After return | |
| Utilize research results and maintain the alumni network | Faculty members travel to the Philippines from time to time to discuss with alumni JDS Fellows and Philippine government officials so as to gain a deeper understanding of the country's needs and further improve the program. The Fellows also take advantage of annual alumni seminar that utilizes a video conference facility with a view to providing continuing education for them as well as the development and maintenance of alumni network. |

(6)-1 Inputs from the Japanese Side

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| 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

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| 1 batch 6 fellows × 4 years = 24 fellows |
| From the year 2019 (Until 2021) : 6 fellows, From the year 2020 (Until 2022) : 6 fellows |
| From the year 2021 (Until 2023) : 6 fellows, From the year 2022 (Until 2024) : 6 fellows |

(7) Inputs from the Philippine Side

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

(8) Qualifications

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

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

Basic Information of Target Priority Area (SubProgram)

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| <ol style="list-style-type: none">1. Country: Republic of the Philippines2. Target Priority (Sub-Program) Area: Public Policy ・ Science and Technology for Sustainable Economic Growth3. Operating Committee: Philippine side: National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Foreign Affairs (DFA) Japan side: Embassy of Japan in the Philippines, JICA Philippine Office |
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Itemized Table 1-3

1. Outline of Sub-Program / Component

(1) Basic Information

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| <ol style="list-style-type: none">1. Target Priority (Sub-Program) Area: Public Policy ・ Science and Technology for Sustainable Economic Growth2. Component: Improvement of Transportation Infrastructure Development3. Target Organization: See Design of JDS Project in the Philippines |
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(2) Background and Needs (Position of JDS in Development Plan of Philippines)

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| <p>In the Philippines, the insufficient infrastructure development has long been regarded as a factor behind the impediments to economic development. The current administration, which was established in 2016, are planning to raise the infrastructure expenditure to more than 5% of GDP, to speed up the decision making process, to secure these resources by reforming the tax system, combining infrastructure development through proactive use of ODA and operation and maintenance by Public-Private Partnership (PPP). Among the infrastructure related fields, the development of transportation infrastructure in the metropolitan area is one of the most important issues of the current administration, and it is also one of the main axes of JICA's cooperation. Meanwhile, there is also a situation where the structure in the government agencies changes sharply due to the change of administration every six years, and the implementation capacity needs to be enhanced in terms of both planning and implementation. For this reason, it is highly valuable to support capacity improvement for human resources who are expected to engage in related work in the long term in the government in the future.</p> |
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(3) Japan's ODA Policy and Achievement (including the JDS Project)

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| <p>According to the Country Assistance Policy for the Republic of the Philippines revised in April 2018, "implementation of the cooperation to realize a stronger foundation for inclusive growth, a high-trust and resilient society, and a globally-competitive economy" is set as the basic assistance policy. Under this basic policy, priority areas of assistance are set including "strengthening the foundation for sustainable economic growth," with target development issues such as quality infrastructure development towards sustainable economic growth, and infrastructure development program in major regional cities.</p> |
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| <p>The JDS project in the Philippines started dispatching fellows to Japan in the year of 2003 and dispatched 319 fellows in total through the 1st to the 15th batch (as of May 2018). Among the 319 fellows, 282 obtained master's degree and returned to the Philippines (18 are in the field related to this</p> |
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enhancement of industrial promotion). Most of the fellows have returned to the original workplace for solving development issues through their work.

【Relevant Projects and Training Programs of JICA Philippine Office】

Technical Cooperation

- Master Plan Study on Urban Transport System Development in Metro Cebu Project
- Davao City Infrastructure Development Plan and Capacity Building Project
- Railway Planning and Management (Individual Expert)
- Integrated Transport Planning and Management (Individual Expert)

Yen Loan

- Yen Loan Projects on Railway and Road
- Cooperation Roadmap for Quality Infrastructure Development in the Transport Sector in Metropolitan Manila Area

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(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

- Yokohama National University, GS of Urban Innovation, 2 fellows/year, Total 8 fellows/4 years
- Hokkaido University, GS of Engineering, 2 fellows/year, Total 8 fellows/4 years
- Nagoya University, GS of Environmental Studies (in cooperation with the GS of Engineering), 1 fellow/year, Total 4 fellows/4 years
- Hiroshima University, GS for International Development and Cooperation, 1 fellow/year, Total 4 fellows/4 years

(5) Activity**Yokohama National University, Graduate School of Urban Innovation**

| Target | Contents/ Programs to achieve target |
|---|--|
| 1) During study in Japan | |
| Achieve the ability with regard to the development of comprehensive transportation infrastructure including urban development near station. | <ul style="list-style-type: none">• Systematic learning is conducted on basic knowledge such as structural engineering, hydraulic engineering, geotechnical engineering, civil planning, civil engineering materials, urban disaster prevention system theory etc.• Acquire the necessary tools for infrastructure planning, design, operation, maintenance and management in exercise style.• Learn actual examples of infrastructure planning, design, operation, maintenance and management both in Japan and overseas. |
| Acknowledge the wide range of vision which is one of the requirements for being leading government bureaucrat by pursuing the interdisciplinary curriculum while formulating a firm network with Japanese students through studying with them | <ul style="list-style-type: none">• Graduate School of Urban Innovation is an interdisciplinary graduate school and courses are taught by professors specialized in civil engineering, architecture and social sciences & humanities. JDS Fellows can learn not only their specialties but also other fields of study.• Although lectures, studio and seminars are conducted in English, Japanese students and international students join them together. Through this co-education, JDS fellows can establish strong ties with Japanese students who are expected to become leading engineers and/or planners. |
| Obtain the pragmatic knowledge through practical education in studio | <ul style="list-style-type: none">• By implementing studio-style education, involved with around ten students and professors engaged in one specific project theme collaboratively, JDS fellows can cultivate the wide range of the cognitive faculty, analytical and practical ability. |
| Attain the high educational impact through implementing Special Program based on needs of respective JDS fellows. | <ul style="list-style-type: none">• Conduct field trips more than ten times a year to visit urban development site all over Japan as well as having an in-person interview with persons in charge.• The following activities will be provided under the Special Program depending on JDS fellows' needs: Technical tour both in Japan and overseas, special lectures by engineers and planners in government sectors and private sectors, attendance at related |

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| | academic conferences, academic writing/presentation class taught in English, basic statistic class in English with GIS training, English proofreading on master's thesis and etc. |
| 2) After return | |
| Establish a local network in the Philippines | Participate in reunion of the university's graduates in the country and contribute to enhance a local network |

Hokkaido University, Graduate School of Engineering

| Target | Contents/ Programs to achieve target |
|---|--|
| 1) During study in Japan | |
| Develop bimodal human resources by offering a double major curriculum consisting of primary and secondary fields of study | The curriculum enables JDS Fellows to comprehend and learn development issues from the perspective of both software and hardware by learning software-related subjects such as traffic engineering, urban planning and infrastructure development and management in parallel to pursuing hardware-related classes for instance materials and structural engineering, maintenance engineering on transportation infrastructure, hydraulic engineering, soil mechanics and geotechnical engineering. |
| Nurture global human resources meeting international standards | <ul style="list-style-type: none"> • The following activities are implemented under the Special Program; <ol style="list-style-type: none"> 1) Building a network through participation in domestic and international conferences 2) Conducting field works, site visits and facility tours based on JDS Fellows' research themes 3) Communicating in research activities among international students including government officials studying at Hokkaido University, through programs such as ABE Initiative, Pacific-Leads and others. • Furthermore, the Fellows can take classes offered by the JICA-University Alliance Program for Development Studies. |
| Multi-faceted support for promoting research environment | <ul style="list-style-type: none"> • JDS Fellows are supported by tutors for the first year while the international offices at both headquarters and Graduate School of Engineering encourage their daily life in addition to improving their education and research environment by introducing the special course taught in English for the development of global |

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| | human resources specialized in engineering. |
| 3) After return | |
| Build and maintain the network with returned JDS Fellows | Establish the network with the returned JDS Fellows in all aspects and collaborate with them to implement joint educational/research projects even after their graduation. |

Nagoya University, Graduate School of Environmental Studies

| Target | Contents/ Programs to achieve target |
|--|--|
| 1) During study in Japan | |
| Develop “T-shaped” human resource with a wide range of perspectives and deep expertise | <p>The infrastructure development must be consistent with environment, happiness and sustainability of the society. Therefore, the program is based on the “T-shaped” human resource development policy which enables JDS Fellows to obtain extensive knowledge and experience while acquiring more than one specialized field with deep expertise.</p> <p>They receive intensive instructions by academic advisors specialized in civil and environmental engineering. In addition, the program consists of a comprehensive curriculum through which the Fellows will be able to propose and implement concrete solutions toward problems related to both infrastructure development and environmental issues by utilizing a wide perspective on climate change, water and waste management learned through pursuing the program.</p> |
| Gain basic knowledge and skills required as a leader | <p>In order to become a leading policymaker, it is essential to achieve international communication skills and comprehend a fundamental concept of urban infrastructure development as well as environment issues in a broad context. The courses such as “English Communication in Environmental Issues”, “Sustainability and Environmental Studies” and “Development Theory of Developing Countries” provide essential knowledge and skills to attain the above-mentioned target.</p> |

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| Learn advanced technology and knowledge applicable to developing countries through research-oriented internships | For the purpose of exploring a way to apply the acquired knowledge as problem-solving skills that can be utilized in developing countries, research-oriented internships held by private companies and international organizations located in the Nagoya-Chubu region and/or overseas site can be implemented. |
| Achieve practical knowledge and insights | <p>The following two programs are provided as Common Programs for obtaining practical knowledge and insights;</p> <ol style="list-style-type: none"> 1) Domestic study tours 2) Overseas study tours <p>Considering the major of each student, the following specialized programs are optionally given;</p> <ol style="list-style-type: none"> 3) GEOASIA Program (Only for those majoring in geotechnical engineering) 4) N2U-BRIDGE Program (Training of maintenance and management of bridges) |

Hiroshima University, Graduate School for International Development and Cooperation

| Target | Contents/ Programs to achieve target |
|---|---|
| 1) Before arrival in Japan | |
| Preliminary education to acquire necessary basics for pursuing the course | Pre-departure orientation is provided under Special Program so as to establish a solid academic foundation which enables the JDS Fellows to have lectures and seminars at the graduate level with ease and conduct their research in a smooth manner after their enrollment while they are required to submit reports on summary of technical and policy issues including expected countermeasures. |
| 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. Regardless the choice of JDS Fellows, they can take any courses provided by this joint program. • Three supervisors are allocated for each JDS Fellow; one main supervisor and two other sub-supervisors. One of the two sub-supervisors' affiliated course needs to be different from that of main supervisor. • Participation in a variety of seminars and interaction with renowned professionals and specialists |

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| | succeeding both within and outside Japan provide JDS Fellows opportunities to acquire practical knowledge. They are also expected to attend academic and/or international conferences by taking advantage of financial support of the Special Program. |
| Promote research activities by purchasing minimum required materials and research-related books | <ul style="list-style-type: none"> • 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 equipped. |
| Gain required knowledge to write a master's thesis in English | <ul style="list-style-type: none"> • Through pursuing "Graduate Writing in English I" and "Graduate Writing in English II", JDS Fellows acquire essential knowledge and skills in writing their thesis in English. In addition, proofreading and editing services by native English speakers are available for assuring quality of dissertation. |
| Support research by mentorship system | <ul style="list-style-type: none"> • All JDS Fellows have access to the mentorship system provided as one of the activities under Special Program to promote their research. • It helps them to obtain appropriate advice and ample support on their research from their individually assigned mentors. |
| 3) After return | |
| Utilize knowledge and achievement obtained through study in Japan | <ul style="list-style-type: none"> • Hiroshima University conducts a follow-up seminar in the Philippines within approximately one to two years after the graduation of JDS Fellows to confirm how they utilize the knowledge acquired afterwards. |

(6)-1 Inputs from the Japanese Side

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

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

1 batch 6 fellows × 4 years = 24 fellows
 From the year 2019 (Until 2021) : 6 fellows, From the year 2020 (Until 2022) : 6 fellows
 From the year 2021 (Until 2023) : 6 fellows, From the year 2022 (Until 2024) : 6 fellows

(7) Inputs from the Philippine Side

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

(8) Qualifications

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

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

Basic Information of Target Priority Area (SubProgram)

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| <ol style="list-style-type: none">1. Country: Republic of the Philippines2. Target Priority (Sub-Program) Area: Public Policy ・ Science and Technology for Sustainable Economic Growth3. Operating Committee: Philippine side: National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Foreign Affairs (DFA) Japan side: Embassy of Japan in the Philippines, JICA Philippine Office |
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Itemized Table 1-2

1. Outline of Sub-Program / Component

(1) Basic Information

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| <ol style="list-style-type: none">1. Target Priority (Sub-Program) Area: Public Policy ・ Science and Technology for Sustainable Economic Growth2. Component: Enhancement of Industrial Promotion3. Target Organization: See Design of JDS Project in the Philippines |
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(2) Background and Needs (Position of JDS in Development Plan of Philippines)

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| <p>Although the Philippines has continued its steady economic growth in recent years, looking at the industrial structure based on the working population, agriculture and development of the manufacturing industry are behind the service industry, which is a big concern in economic development. In the promotion of the manufacturing industry, there are many issues such as reviewing foreign investment restrictions to promote FDI, developing related human resources, promoting small and medium enterprises aiming at expansion of supporting industries, developing and implementing appropriate investment promotion policies including subsidy policy. It is one of the important fields to formulate policies and improve the implementation capacity.</p> |
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(3) Japan's ODA Policy and Achievement (including the JDS Project)

| |
|---|
| <p>According to the Country Assistance Policy for the Republic of the Philippines revised in April 2018, "implementation of the cooperation to realize a stronger foundation for inclusive growth, a high-trust and resilient society, and a globally-competitive economy" is set as the basic assistance policy. Under this basic policy, priority areas of assistance are set including "strengthening the foundation for sustainable economic growth." A cooperation program for industrial promotion and administrative capacity improvement, it supports financial and administrative reforms that the Philippine government is working on such as improving tax collection capacity, improving debt management capacity, and cultivating financial markets.</p> |
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| <p>The JDS project in the Philippines started dispatching fellows to Japan in the year of 2003 and dispatched 319 fellows in total through the 1st to the 15th batch (as of May 2018). Among the 319 fellows, 282 obtained master's degree and returned to the Philippines (152 are in the field related to this enhancement of industrial promotion). Most of the fellows have returned to the original workplace for solving development issues through their work.</p> |
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【Relevant Projects and Training Programs of JICA Philippine Office】

Technical Cooperation

- Project for Elaboration of Industrial Promotion Plans using Value Chain Analysis
- Supporting the training of human resources in the automotive industry and strengthening the supply value chain Phase II
- Enhancement of Customs Operation (Individual Expert)
- Implementation and Promotion of National Digital TV Broadcasting Expert (Individual Expert)

Grant Assistance for Grass-Roots Human Security Projects

- Grant Assistance for Grass-Roots Human Security Projects in Investment Climate Improvement

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of public policies in enhancement of industrial promotion.

2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of public policies in enhancement of industrial promotion.

(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

-Kobe University, GS of International Cooperation Studies, 2 fellows/year, Total 8 fellows/4 years

-International University of Japan, GS of International Relations, 1 fellow/year, Total 4 fellows/4 years

-Rikkyo University, GS of Business, 1 fellow/year, Total 4 fellows/4 years

(5) Activity

Kobe University, Graduate School of International Cooperation Studies

| Target | Contents/ Programs to achieve target |
|--|---|
| 1) Before arrival in Japan | |
| Acquire basic knowledge required for pursuing the course | • JDS Fellows have a preliminary training prior to enrollment in the aim of building mathematical and statistical analysis capacity by taking advantage of an |

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| | <p>individual guidance based on their research proposal (research theme setting, data collection and etc.)</p> <ul style="list-style-type: none"> • Members of the faculty in charge of JDS visit the Philippines and instruct respective Fellows how to conduct data collection, literature survey and etc. |
| 2) During study in Japan | |
| Obtain fundamental and applied knowledge of economics with practical abilities related to a variety of development problems | <ul style="list-style-type: none"> • In addition to "Macroeconomics" and "Microeconomics", basic economics courses such as "Statistics", "Econometrics" and "Social Research Methods for Development" are provided while "Public Finance", "Monetary Theory", "International Economics", "Economic Growth" and etc. are classified as applied subjects. • Graduate School (GS) also offers "Economic Development Studies", "Development Management", "International Development Cooperation", "Human Capital Development", "Socio- economic Development Theory," and etc. as subjects corresponding to various challenges faced by developing countries. Furthermore, more practical lectures for instance "Advanced Economic Development", "Advanced Economic Policy", "Advanced Development Planning", "Advanced Development Management" and etc. are taught by specialists invited from both within and outside Japan who conduct lectures by introducing actual case studies. • Teaching assistants are allocated to give a supplementary lesson of lectures and exercises. |
| Achieve basic capabilities and English-language proficiency for preparation of master's thesis | <ul style="list-style-type: none"> • GS offers "Academic Writing" to strengthen the ability to prepare research papers and "Mathematics for Social Science" to improve mathematical competence. • Proof reading and guidance by native English instructors are provided. • A tutor is allocated to respective JDS Fellows so as to support them in terms of research life, data collection and so on. |
| Obtain technical knowledge in relation to private sector development and learn concrete policy making skills | <ul style="list-style-type: none"> • In exercises and seminars, actual cases corresponding to individual research topics are studied by comparative review while professors |

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| | <p>instruct JDS Fellows to improve their abilities of policy proposal and analysis on development issues including presentation skills.</p> <ul style="list-style-type: none"> • JDS Fellows are provided with access to a variety of trainings and internships collaborated with development related organizations both in Japan and overseas. • JDS Fellows participate in lectures and seminars given by experts and practitioners from international organizations and/or donor agencies. • JDS Fellows conduct a field survey in their research focus areas. |
| 3) After return | |
| Utilize the knowledge and achievement gained through study in Japan | Seminars and symposiums are provided for follow-up activities and network collaboration after returning to the Philippines. |

International University of Japan, Graduate School of International Relations

| Target | Contents/ Programs to achieve target |
|---|--|
| 1) Before arrival in Japan | |
| Pre-departure preparation in the Philippines for smooth study/research after arrival in Japan | As preliminary preparation for conducting research at the graduate level with ease, basic courses focusing on mathematics, economics and other related subjects are offered in the Philippines during summer prior to the enrollment. |
| 2) During study in Japan | |
| Capacity development for core government officials engaged in designing, implementing, evaluating and managing economic and public policy | Graduate School (GS) provides JDS Fellows the practical coursework satisfying global standard requirements and supervision for master's thesis/research report. In the coursework, they will study not only theories in economics, public finance and public policy, but also pragmatic skills and knowledge in planning and implementing the medium and long term policies. |
| Learn highly analytical thinking and problem solving skills | GS offers required courses targeted at analytical and empirical skills with knowledge that are essential to understand comprehensive aspects of economics and related fields while elective courses put more emphasis on practical aspects and policy-oriented issues. This combination allows JDS Fellows to both identify and resolve problems found in regional and international |

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| | economic policy agendas. |
| Attain practical knowledge and insights | Through special seminars given by prominent guests invited from other university or foreign government, case study and workshop on policy practice or field trip to government organizations, JDS Fellows obtain hands-on knowledge and insights for Philippine economic development. |
| 3) After return | |
| Continuous improvement of knowledge, theories and skills | Follow-up trainings are provided in the Philippines after graduation with the aim of ameliorating knowledge, theories and skills continuously. |

Rikkyo University, Graduate School of Business

| Target | Contents/ Programs to achieve target |
|--|--|
| 1) Before arrival in Japan | |
| Improvement of basic knowledge before enrolment | Under Special Program, the Master of International Business Program (MIB) of the graduate school offers a preliminary program on basic mathematics, statistics, management and other related subjects in the Philippines or in Japan prior to enrollment. |
| 2) During study in Japan | |
| Obtain specialized knowledge and basic analytical skills | <ul style="list-style-type: none"> • Business Proposal Core Curriculum (BPC) involves a set of integrated and functional skill modules (6 modules) that JDS Fellows take in sequence during the first term of enrollment (fall term in the first year). The BPC modules consist of: Conceptualization and Planning; Strategic Business Planning; Market Analysis and Planning; Business Research Methodology; Financial Analysis; and Business Communication Theory and Practice. The Fellows work in teams, utilize the skills learned from each module and directly apply them to create a competitive research proposal. • They will obtain the knowledge for basic skills and expertise required for the analysis by pursuing the subjects such as statistics, mathematics, public management and other economics related courses. |
| Strengthen capacities to cope with policy issues | <ul style="list-style-type: none"> • MIB provides a wide range of elective courses which are offered in the second and third term (spring term in the first year and fall term in the second year). It is required to earn at least 16 credits from this |

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| | <p>component in addition to completing the final research project by the final semester.</p> <ul style="list-style-type: none"> • Under the supervision of an academic advisor, JDS Fellows choose their own final research project topic and complete the project by writing a report and making a final presentation in front of a panel of faculty. • Upon conducting the final research project, JDS Fellows are expected to choose a practical topic, analyze the problems by utilizing the knowledge and skills they have learned and suggest optimum options including solutions. |
| Obtain practical and applied abilities | <ul style="list-style-type: none"> • By utilizing the Special Program, MIB conducts seminars and workshops on development issues by inviting prominent guest speakers from other universities, research institutes, companies, governmental organizations and etc. • It also organizes field trips to government institutions, private firms and etc. These various activities will help JDS Fellows to bridge between the knowledge gained throughout regular classes and hands-on practices in the actual world. • They can also acquire practical knowledge and skills for business management through discussions of actual cases in Japan and Asia, presentation of business proposals, participation in internship programs in Japan and Asia as well as engagement at group projects. |
| 3) After return | |
| Further enhance knowledge, theories and skills | <ul style="list-style-type: none"> • After graduation, MIB provides JDS Fellows follow-up training programs in the Philippines so as to further enhance their knowledge, theories and skills in addition to facilitating joint research opportunities for returned JDS Fellows, faculty members and industrial practitioners. • By sharing information regularly, MIB endeavors to maintain the network with the Fellows. In addition, competent graduates will be invited to Japan for training to promote further their research. |

(6)-1 Inputs from the Japanese Side

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

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

1 batch 4 fellows x 4 years = 16 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, From the year 2022 (Until 2024) : 4 fellows

(7) Inputs from the Philippine Sid

1) Dispatch of JDS Fellows

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

(8) Qualifications

1) Nationality: Citizens of the Republic of the Philippines

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

3) Academic Background: Should have a Bachelor's degree relevant to the target field

4) Work Experience:

-Currently employed in the Target Organizations (including attached Agency/ Organization)

-Has permanent status

-Has 2 years of work experience, particularly in work relevant to the selected Component, at the time of application

-Has a performance rating of at least 'Very Satisfactory' for the last 1 year in the organization

5) Others

-Those who are enlisted military personnel are ineligible

-Has not been awarded foreign scholarships for Master's degree

-Have a good command of English at graduate school level

-Must be in good health, both mentally and physically

-Must conclude Scholarship Service Contract between Belonging Organization (referred to under Executive Order 161)

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

Basic Information of Target Priority Area (SubProgram)

1. Country: Republic of the Philippines
2. Target Priority (Sub-Program) Area: Overcoming Vulnerability and Stabilizing bases for Human Life and Production Activity
3. Operating Committee:
 Philippine side: National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Foreign Affairs (DFA)
 Japan side: Embassy of Japan in the Philippines, JICA Philippine Office

Itemized Table 2-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area:
Overcoming Vulnerability and Stabilizing bases for Human Life and Production Activity
2. Component: Disaster Risk Reduction and Management
3. Target Organization: See Design of JDS Project in the Philippines

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

The Philippines is an island country located in the circum-pan-Pacific orogenic belt and has topographical features similar to Japan. It is also known as one of the most vulnerable countries to natural disasters, and the impact of natural disasters not only on human injury but also on the economy is enormous, as seen in typhoon Yolanda in November 2013.

In the national long-term vision "AmBisyon Natin 2040" until 2040 announced by the National Economic and Development Authority (NEDA) and the Philippine Development Plan (PDP 2017-2022), disaster reduction is positioned as a sector-wide important issue. In 2010, "Philippine Disaster Reduction and Management Act" was enacted. Higher significance is recognized for strengthening the capacity of human resources who are expected to engage in formulating policy on disaster risk mitigation and disaster prevention in the country.

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

According to the Country Assistance Policy for the Republic of the Philippines revised in April 2018, "implementation of the cooperation to realize a stronger foundation for inclusive growth, a high-trust and resilient society, and a globally-competitive economy" is given as the basic assistance policy (main target). Among the development issues and each cooperation programs, "securing human security for inclusive growth" is set one of the priority areas, and "disaster risk management and mitigation" is set as a development issue for under the target priority area.

Considering that the Philippines is prone to natural disasters, it should be equipped with adaptation capacities to various forms of hazards and risks like flooding, earthquakes, tsunamis, volcanic disasters etc. Japan will actively develop a programme to help the Philippine government, at both central and local level including Mindanao, capacitate and take measures in both soft and hard aspects against these disasters by introducing Japanese technologies and experiences.

In order to comply with the current situation of the Philippines, it is expected develop such human resources who can make comprehensive policy on disaster prevention, or/and with expertise knowledge on each disaster, by complementing grant aid cooperation and technical cooperation which JICA has been implementing so far.

The JDS project in the Philippines started dispatching fellows to Japan in the year of 2003 and dispatched 319 fellows in total through the 1st to the 15th batch (as of May 2018). Among the 319 fellows, 282 obtained master's degree and returned to the Philippines (4 are in the field related to disaster risk reduction and management). Most of the fellows have returned to the original workplace for solving development issues through their work.

【Relevant Projects and Training Programs of JICA Philippine Office】

Technical Cooperation

- Project for Strengthening Capacity of Integrated Data Management of Flood Forecasting and Warning
- Disaster Risk Management (Individual Expert)
- Integrated River Improvement and Management (Individual Expert)

Yen Loan

- Pasig-Marikina River Channel Improvement Project Phase III in Pasig City

Grant Aid

- Preparatory Survey on the Project for Developing Flood Forecasting and Warning System for Cagayan de Oro River Basin

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of public policies in disaster risk reduction and management.

2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of public policies in disaster risk reduction and management.

(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

- Yokohama National University, GS of Urban Innovation, 1 fellow/year, Total 4 fellows/4 years
- Nagoya University, GS of Environmental Studies (in cooperation with the GS of Engineering), 1 fellow/year, Total 4 fellows/4 years

(5) Activity**Yokohama National University, Graduate School of Urban Innovation**

| Target | Contents/ Programs to achieve target |
|---|--|
| 1) Before arrival in Japan | |
| Pre-departure preparation in the Philippines for ensuring the smooth commencement of study/research in Japan | Provide JDS Fellows with basic and necessary education before coming to Japan. |
| 2) During study in Japan | |
| Learn expertise in line with each research subject | <ul style="list-style-type: none"> • English-speaking faculty members have extensive special fields such as urban/regional planning, civil engineering, environmental study, rural development, and gender. • Following opportunities are offered as needed; <ol style="list-style-type: none"> ① Presentation at academic conferences in Japan and/or overseas ② Special lectures on academic writing taught in English ③ Lectures and seminars on statistics and GIS ④ Contribution of thesis to academic journals |
| Acquire the ability to both analyze and solve issues with practical skills to become an immediate asset after returning the Philippines | <ul style="list-style-type: none"> • Implement domestic and international field trips more than ten times a year to visit urban development sites and cities of overseas as well as personnel in charge for conducting hearings. • Learn domestic and international case studies in detail through special lectures provided by government administrators and actual cases based on professors' academic focuses. • JDS Fellows are expected to learn not only by sitting in lectures but to participate in field surveys and studio-based programs in small groups so as to deepen analytical skills under the supervision of their supervisors. |
| Foster human resources with a broad perspective | Provide language education held by a Japanese class working in small groups, give support to JDS Fellows' life in Japan including moral support and establish a network with other international students |

Nagoya University, Graduate School of Environmental Studies

| Target | Contents/ Programs to achieve target |
|--|--|
| 1) During study in Japan | |
| Develop “T-shaped” human resource with a wide range of perspectives and deep expertise | <p>The program is based on the “T-shaped” human resource development policy which enables JDS Fellows to obtain extensive knowledge and experience while acquiring more than one specialized field with deep expertise.</p> <p>They receive intensive instructions by academic advisors specialized in civil and environmental engineering. In addition, the program consists of a comprehensive curriculum through which the Fellows will be able to propose and implement concrete solutions toward problems by utilizing a wide perspective on climate change, water and waste management learned through pursuing the program.</p> |
| Gain basic knowledge and skills required as a leader | <p>In order to become a leading policymaker, it is essential to achieve international communication skills and comprehend a fundamental concept of urban infrastructure development as well as environment issues in a broad context. The courses such as “English Communication in Environmental Issues”, “Sustainability and Environmental Studies” and “Development Theory of Developing Countries” provide essential knowledge and skills to attain the above-mentioned target.</p> |
| Learn advanced technology and knowledge applicable to developing countries through research oriented-internships | <p>For the purpose of exploring a way to apply the acquired knowledge as problem-solving skills that can be utilized in developing countries, research-oriented internships held by private companies and international organizations located in the Nagoya-Chubu region and/or overseas site can be implemented.</p> |
| Achieve practical knowledge and insights | <p>The following two programs are provided as Common Programs for obtaining practical knowledge and insights;</p> <ol style="list-style-type: none"> 1) Domestic study tours 2) Overseas study tours <p>Considering the major of each student, the following specialized programs are optionally given;</p> <ol style="list-style-type: none"> 3) GEOASIA Program (Only for those majoring in geotechnical engineering) |

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|--|---|
| | 4) N2U-BRIDGE Program (Training of maintenance and management of bridges) |
|--|---|

(6)-1 Inputs from the Japanese Side

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

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

1 batch 2 fellows × 4 years = 8 fellows

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

From the year 2021 (Until 2023) : 2 fellows, From the year 2022 (Until 2024) : 2 fellows

(7) Inputs from the Philippine Side

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

(8) Qualifications

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

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

Basic Information of Target Priority Area (SubProgram)

1. Country: Republic of the Philippines
2. Target Priority (Sub-Program) Area: Overcoming Vulnerability and Stabilizing bases for Human Life and Production Activity
3. Operating Committee:
Philippine side: National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Foreign Affairs (DFA)
Japan side: Embassy of Japan in the Philippines, JICA Philippine Office

Itemized Table 2-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area:
Overcoming Vulnerability and Stabilizing bases for Human Life and Production Activity
2. Component: Environmental Management, Infrastructure Development in Regional Cities
3. Target Organization: See Design of JDS Project in the Philippines

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

Water supply management and solid waste management is positioned in "Promotion of infrastructure development" the Philippine Development Plan. In the field of clean water supply, it is promoted to achieve water supply universal access, water resource development in the drought area, and water supply improvement by strengthening the capacity of the water administration authorities. In the field related to waste water, sewage and sludge related business is promoted. Waste management is in compliance with RA 9003 (Ecological Solid Waste Management Act of 2000), and establishment of 10 year plan, development of sanitary landfill disposal site, promotion of garbage disposal facility improvement, introduction of technology to reduce volume of disposal, improvement of waste management, etc. are included as measures.

In the "Enhancement of Environmental Purification", measures will be taken to strengthen climate change countermeasures for the formation of a low carbon society, improve environmental management capacity, and strengthen organizational functions to realize the environmental protection law.

It is required to develop human resources who are capable of developing and implementing relevant policy planning and planning.

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

According to the Country Assistance Policy for the Republic of the Philippines revised in April 2018, "implementation of the cooperation to realize a stronger foundation for inclusive growth, a high-trust and resilient society, and a globally-competitive economy" is set as the basic assistance policy. Under this basic policy, priority areas of assistance are set including "strengthening the foundation for sustainable economic growth," with target development issues such as infrastructure development program in major regional cities.

In the perspective of alleviating the concentration of economic activities in Metro Manila and achieving inclusive growth, Japan supports the improvement of the development of infrastructure related to energy, water, etc, that can contribute to the development of rural economic hubs.

【Relevant Projects and Training Programs of JICA Philippine Office】

Technical Cooperation

- ・ Improvement on Solid Waste Management through Advanced Technology
- ・ Technical Cooperation Project for Capacity Development of PPP Project Formulation

Yen Loan

- ・ Water Supply and Sewerage Development Project in the West Zone of Metro Manila
- ・ Environmental Development Project

Grant Aid

- ・ Septic Tank Sludge Treatment Construction Project for Metro Cebu
- ・ Project for the development of waste-to-energy facilities in Davao City

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that the human resource development through JDS project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of public policies in environmental management and infrastructure development in regional cities.

2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of public policies in environmental management and infrastructure development in regional cities.

(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

The University of Tokyo, School of Engineering, 2 fellows/year, Total 8 fellows/4 years

(5) Activity

The University of Tokyo, School of Engineering

| | |
|--------|--|
| Target | Contents/Programs to be achieve the target |
|--------|--|

| 1) During study in Japan | |
|--|---|
| Obtain the ability to become an administrative officer with capability to capture environment engineering issues diversely with various perspectives based on professional expertise while acquiring capability of making decisions with an eye toward the future. | <ul style="list-style-type: none"> • The subjects related to urban engineering are classified into 2 different courses, Environmental Engineering (ENV) Course and Urban Planning (UPN) Course. Among them, JDS fellows can take 27 courses taught in English which provide them significant viewpoints for policy makers so as to preserve local and global environment. • Since any subjects provided by other departments are acceptable as credits for graduation except for the mandatory credits, JDS fellows are expected to pursue necessary courses on their own judgement. |
| Attain expertise in environment engineering. | <ul style="list-style-type: none"> • From the ENV subjects, JDS fellows can learn about the important topics for water supply and sewerage systems, waste management, health risk, environmental conservation, such as water environment, environmental microbiology, ecosystem conservation, global environmental protection and so on. • In addition, basic skills to handle environmental samples and data can be also learned through training types of lectures such as statistical analysis and laboratory training. • Through pursuing the “Urban Engineering Special Seminar (RINKO)” in each semester, JDS fellows decide the topic and supervisor by themselves and learn deeply about the target issue. |
| Improve communication and debate skills through making research presentations regularly. | <ul style="list-style-type: none"> • The course is comprised of 6 research groups: “Environmental Risk Management and Quality Control Technology,” “Water Environment Technology,” “Urban Water Systems,” “Urban Resource Management,” “Urban Sustainability Science” and “Environmental Systems.” JDS fellows can choose the appropriate group based on his/her interest while taking advantage of opportunities to present their research works and have discussions with both the professors and their peers at joint research meetings |

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| | <ul style="list-style-type: none"> Furthermore, English research guidance from multiple professors is available as each research group is composed of students with more than one professor. |
| Acquire technologies and knowledge on environment to promote the exchange of technology. | <ul style="list-style-type: none"> Through the Special Program, JDS fellows are expected to participate in various field trips and special lectures provided by water treatment manufacturers, environment consulting companies, ministries and research institutes etc. in the aim of learning the actual trials and development of the human network in the environmental engineering field. |
| 2) After return | |
| Implement continuous communication with JDS returned fellows so as to grasp their actual conditions. | <ul style="list-style-type: none"> In order to keep in touch with JDS returned fellows, news from the course, information on international conference and recruitment are periodically provided by utilizing the SNS group page. |

(6)-1 Inputs from the Japanese Side

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

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

1 batch 2 fellows × 4 years = 8 fellows

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

From the year 2021 (Until 2023) : 2 fellows, From the year 2022 (Until 2024) : 2 fellows

(7) Inputs from the Philippine Side

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

(8) Qualifications

- 1) Nationality: Citizens of the Republic of the Philippines
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
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 - Has permanent status
 - Has 2 years of work experience, particularly in work relevant to the selected Component, at the time of application
 - Has a performance rating of at least 'Very Satisfactory' for the last 1 year in the organization

5) Others

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