

The Socialist Republic of Viet Nam
Ministry of Education and Training

**Preparatory Survey
of the Project for Human Resource
Development Scholarship
in the Socialist Republic of Viet Nam**

Final Report

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Japan International Cooperation Agency (JICA)
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SUMMARY

1. Summary of the Preparatory Survey

Background of the Survey

The Project for Human Resource Development Scholarship ("JDS") is an international student hosting program established in 1999 as a form of grant aid based on the Japanese government's plan to accept 100,000 international students, and is aimed at strengthening bilateral relations and training those people who will play core roles in the formulation and implementation of social and economic development policies in developing countries. Countries in the Asian region moving to market economies were the initial targets of the program, which was later expanded to include the Philippines and Sri Lanka, then Ghana in fiscal year (FY) 2012 and Nepal in FY2016. In FY2016, 266 students from 13 countries were accepted, making the total number of international students under this program 3,700 from 15 countries.

The JDS Program requests universities offering master's degree programs in English to accept international students. Fields of study are selected by an Operating Committee formed from the target country's government and the Japanese government, and are mainly the social sciences, as well as focus areas and areas related to development issues such as public policy, economics, and law. Starting in FY2009, based on the Japanese government's aid policies, as well as the development issues and human resources development needs of the target countries, key aid areas and development issues (sub-programs/components) have been selected for the target countries through preparatory surveys, with students accepted based on a program framework (fields, target institutions, hosting universities, etc.) fixed at four years. As a result, eligible applicants have been restricted as a rule to public officials connected with policy formulation and implementation.

As basic research, JICA carried out an analysis of the factors related to JDS results ("JICA Basic Research: Factorial Analysis of the Outcome of JDS" hereafter "JDS Basic Research") in FY2014. This was a comparative analysis of the results and factors in JDS in 11 target countries. Based on the results, the following four issues and policies that should be applied to them were presented. At present, the JDS is being reformed in various ways based on these policies.

Recommendations by JDS Basic Research

Issue	Measure	Expected Outcome
1. Basic implementation policy(Entrance and exit strategy)	1-1 Long term implementation 1-2 Establish strategy based on the Japanese government policy, and the situation and system of target country.	Develop human resources who contribute to address the development issues of target country
2. Selection to involve key person and added value	2-1 Establish Doctor's course 2-2 Establish slot for private company and special recommendation	
3. Follow up activities to enhance bilateral relationship	3-1 Establish follow up strategy 3-2 Collaboration with the projects in the target country 3-3 Dispatch professors from Japan to the target country	Enhance bilateral relationship
4. Develop pro-Japan human resources and build network	4-1 Collaboration with Japanese business sector 4-2 Enhance involvement of Japanese ministries 4-3 Develop unique program of Japan	

The Socialist Republic of Viet Nam (hereafter "Viet Nam") has been one of the target countries since 2000, the second year from the beginning of the JDS, with 484 JDS fellows dispatched to Japan until April 2017. Acceptance of JDS Fellows in fiscal year 2017 will mark the completion of sending JDS Fellows in the framework designed in 2013. Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of implementation of the project and formulating the framework for next four batches from FY 2018 to FY 2021.

Objectives of the Survey

The main objectives of the survey are as follows:

- To analyze current situation in Viet Nam and needs for human resource development, and formulate a framework for next four batches from FY 2018 to FY 2021.
- To formulate a basic plan which is the detailed implementation plan for each target priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

Method of the Survey

In this survey, the framework was formulated by literature review, questionnaire survey and hearing with JDS main target organizations. As the local consultant, the associate professor of National Economic University who is the JDS returned fellow provided the advises during the needs survey for the expected main target organizations and the monitoring survey for the JDS returned fellows. The activity schedule of this survey is as shown in the table below.

Activity schedule

Date	Viet Nam/Japan	Implementation Schedule
November, 2016	Domestic work	Collect and analyze the related information. Formulate survey implementation policy.
December	Field survey (1) Domestic work	The survey on the needs of the expected main target organizations and other foreign donors.
January, 2017	Domestic work	Collect information of the accepting university in Japan. Estimate the project budget.
February	Field survey (2) Domestic work	Formulate program framework
March	Domestic work	Prepare Basic Plan for the target priority area
April	Domestic work	Examine and confirm the appropriateness and the effectiveness of the project.
May	Field survey (3) Domestic work	Explain Basic Plan for each main priority area of JDS. Prepare the outline of the project plan.
June, 2017	Domestic work	Prepare draft final report and Submit Prepare final report and submit

Results of the Survey

(1) Project Design

The following table shows the JDS priority areas and key development issues and accepting universities identified on the basis of the discussion with Vietnamese government. Vietnamese government requested Japanese government for the further support regarding the human resources development of the government officials. Upon above request, the annual slot from was increased from 30 to 60 by Japanese government.

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

Sub program	Components	University	Graduate school (GS)	Slot
1. Promotion of Economic Growth and Strengthening of International Competitiveness	1-1 Strengthening of Market Economy System	Hitotsubashi University	School of International and Public Policy	3
		International University of Japan	GS of International Management	3
		Kobe University	GS of International Cooperation Studies	2
		International Christian University	GS of Arts and Sciences	2
	1-2 Improving of Economic Infrastructure and Traffic Accessibility (Transportation)	Hiroshima University	GS for International Development and Cooperation	2
		Nagaoka University of Technology	GS of Civil and Environmental Engineering	3
		Saitama University	GS for International Development and Cooperation	2
	1-3 Improving of Economic Infrastructure and Traffic Accessibility (Energy)	Hiroshima University	GS for International Development and Cooperation	3
2. Response to Fragility	2-1 Agriculture and Rural Development	Kyushu University	GS of Bioresource and Bioenvironmental Sciences	4
		Tokyo University of Agriculture and Technology	GS of Agriculture	2
		Tohoku University	GS of Agricultural Science	2
	2-2 Responding to the Threats of Climate Change, Disaster, Environmental Destruction	Hiroshima University	GS for International Development and Cooperation	2
		University of Tsukuba	GS of Life and Environmental Sciences	4
		Kyoto University	GS of Global Environmental Studies	2
3. Strengthening of Governance	3-1 Strengthening of the Legal System	Nagoya University	GS of Law	3
		Kyushu University	GS of Law	4
		Tohoku University	GS of Law	2
	3-2 Strengthening of the Administrative Capacity	Meiji University	GS of Governance Studies	4
		Rikkyo University	GS of Business	3
		International University of Japan	GS of International Relations	3
		Ritsumeikan Asia Pacific University	GS of Asia Pacific Studies	3
		International Christian University	GS of Arts and Sciences	2

(2) Main Target Organization

Main target organizations were selected on the basis of being closely related with the different sub-programs or components, and who could be expected to contribute directly to solving these issues. Based on the strong request from the Vietnamese government to train outstanding people who could contribute to solving conflicts in the field of the International Law of the Sea, the Ministry of Foreign Affairs was added to the list of main target organizations.

(3) Consideration of Accepting JDS fellows to Doctoral degree program

This was welcomed by the Vietnamese Operating Committee following a briefing by the survey team on the plan to introduce a PhD programme from the 2017 academic year, building on the relationship between the needs of the target institutions and career development. Viet Nam places high expectations on this programme. In order to utilize a very limited hosting framework, restricted to just three persons at most, agreement was reached on limiting as a rule eligible targets to JDS returned fellows. Details of the recruiting and selection were discussed at the first meeting of the Operating Committee for FY2017.

(4) Member of the Operating Committee

The Vietnamese members confirmed that chairperson of the Operating Committee would be an official of the Viet Nam International Education Development(VIED), Ministry of Education and Training (MOET), while the members would be drawn from the MOET International Cooperation Department, the MOET Department of Planning and Finance , and the Ministry of Planning and Investment. Note that in line with the organizational reform within MOET, the VIED has been merged with the International Cooperation Department as of June 2017, so the chairperson of the Operating Committee will be reappointed once the new system starts.

(5) Evaluation of Relevance of the JDS Project

An analysis of the compatibility of the JDS Project with Viet Nam's development plans was carried out based on these development plans and the current state and issues of said sector. The focus area for aid in the next phase of the JDS Project in Viet Nam will be positioned as a contribution to priority policies in the Vietnamese government's *Socio-economic Development Strategy 2011-2020*.

In addition, Japan's Development Plan for Viet Nam Projects, dated April 2016, has "Support for nation-building with a balance between economic development and social development" as one of its major goals, divides aid priority fields into "Promotion of Economic Growth and Strengthening of International Competitiveness" Response to Fragility (dealing with the negative side of growth)" and "Strengthening of Governance" Development issues and cooperation programs are formulated based on each of these priority fields. This project is positioned as the development and training of core personnel such as regulatory agencies in charge of each of the

fields in order to deal with the various development issues, and is in line with both Japan's and JICA's policies on cooperation.

As seen above, the JDS Project targets the development of those people who will be responsible for nation-building in target countries, contributing to the achievement of Viet Nam's mid- and long-term development plans. The Project is also very compatible with Japan's aid policies and direction, complements technical and capital cooperation via other cooperation programs, and increases the synergistic effects of cooperation.

2. Recommendations

(1) Enhancing the Project Strategy

JDS projects should be tactfully presented to target governments after clarifying the roles expected of scholarship in line with the comprehensive strategies for assisting human resource development in target countries. The environment of the JDS in Viet Nam is changing. Notably, there is an increasing number of similar projects by Japanese or other donors to invite Vietnamese students. Such donors are not limited to Western countries like Australia, the United Kingdom, the United States, France, or Germany. Former communist countries and emerging countries also actively pursue policies to invite international students by recognizing their strategic importance. In keeping pace with such changes, it is important to further review and reinforce project strategies with an accurate understanding of the relative position and comparative advantages of the JDS.

JDS projects must be continued for a long period before we can reap the fruits. Among the JDS fellows (Batch 1-14) who returned to Viet Nam by January 2017, 245 serve as public officials and 60 (24.5%) of them are assigned as head of divisions or to higher positions. It takes a working experience of 15 years for an officer to become a senior officer comparable to director general. By that moment, the officer would be in their late 30s even with the quickest advancement. Some fellows returning from JDS projects began to advance to the director general level. Many fellows returning from initial JDS projects in early 2000s are now aged around 40. The outcomes of these projects are expected to appear as these people get promoted. Therefore, JDS projects should be steadily continued while sophisticating the programs and honing the strategy as mentioned in our recommendation.

(2) The Branding and Added Value of JDS Projects

In order to win brilliant talent in competition with other donors, it is essential to brand JDS projects and enhance the added value. Once JDS projects gain recognition, they can forge a synergy with projects by Japanese ministries and other ODA projects.

Important tasks for the consistent branding of JDS projects are above all to clarify the purposes of the projects, send out clear messages to the public, enhance the quality of projects, and actively

publish project outcomes, such as valuable initiatives and active roles played by returned fellows. In fiscal year 2016, JICA featured JDS projects in its public relations magazine "Mundi" and posted articles on its website in an effort to boost public relations. In addition, good practices by JDS returned fellows were shared among agents through websites and emails. These efforts, coupled with effective use of our own media, gain recognition for JDS projects and build the brand. A further boost in public relations is expected in the next phase. Considering the limited recognition of JDS projects among Japanese in Viet Nam, it is desirable to effectively use SNS, post articles on local media, and engage in more extensive public relations.

Expansion of enrichment programs, such as leadership training and interim training introduced in fiscal year 2016, imparts unique quality to the JDS and thereby strengthens comparative advantages over other donors. The JDS has unique advantages in scholarship specialized in the fostering of administrative officers, even more so as there are increasing opportunities to offer enrichment programs, including exchange among administrative officers, training at Japan's National Personnel Authority, internship, and other special programs. These programs should be actively expanded and presented during recruitment.

(3) Strengthening Follow up Activities to Enhance the Outcome of JDS Project

Follow-up after the return of JDS fellows to their own countries is as important as offering opportunities for them to study in Japan, because the JDS is intended for cultivating policy leaders who can help address development issues and strengthen bilateral relationships with Japan. Vietnamese JDS fellows number 514, including those hosted in Japan in 2017. As 240 additional fellows are expected from Viet Nam in this phase, the need and impact of the follow-up will grow even further. Better follow-up is expected to boost the careers and capacity of returned fellows and to provide incentive for potential applicants, and thereby lead to an increased number of brilliant applicants.

Emphasis probably needs to be placed on support for returned fellows's professional career development and enhancement of networking as we plan follow-up activities for gaining greater outcomes from JDS projects. One of the ways to offer career development is to actively provide opportunities for returned fellows to participate in follow-up seminar of Japanese universities as part of JDS Special Program. In addition to the workshop with JICA expert being planned at present, new experiments like setting up a small project fund to carry out good ideas collected from returned fellows after proper review may give incentives for returned fellows to actively participate in such events.

(4) Improvement of matching between host universities and fellows

The survey on requests of universities, which is conducted as part of the preliminary survey to determine host universities for four batches, needs to be reviewed in terms of selection process and evaluation criteria even though it has been improved such as deleting some of the items to answer in the survey. Particularly in Viet Nam, selection of host universities was one of the

important survey items, because slots for Master's degree programs increased from 30 to 60 in this survey.

It is one of advantages of JDS that host universities are set by the Project and get involve in the screening of applicants. In the JDS Projects, applicants do not need to find universities and negotiate for the admission by themselves. On the other hand, this system has a disadvantage that options of study fields and host universities are restricted and cannot meet individual specific needs. In other scholarship programs applicants can choose any universities by themselves. In this regard, it is preferred to assign multiple universities in each component so that applicants can choose from wider range of universities based on their research interest. Quality education and research at Japanese graduate schools is foundation of the JDS projects. Therefore, selection process and evaluation criteria need to be continuously reviewed in order to improve the matching between host universities and fellows.

(5) Simplification of the Procedure of Special Programs

Many universities highly evaluate "JDS Special Programs", including field trips and international seminars, and recognize their importance as a system of providing fellows with special learning opportunities. On the other hand, many universities point out time-consuming office procedures as well as strict and complicated rules of special programs. The rules have been subject to annual review for improvement, such as easing of the rules about teachers accompanying fellows during their field work in special programs. Nevertheless, universities still bear a great burden of office work. There are expectations for standardization of different operation and payment methods, especially from universities and graduate schools that participate in not only the JDS project but also the ABE Initiative, the PEACE Project and other scholarship projects to which special budgets are allotted similarly to the JDS project.

Examples of best practice of special programs are shared among universities at annual JDS host university conferences and by other means. It is effective to establish a platform to make the information on best practice always available to candidates and other persons concerned at universities through the JDS web site or by other means. There are demands for considering streamlining of office procedures required for special programs and monitoring of their operation.

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LIST OF ABBREVIATIONS

Abbreviation	Description
AAV	Australia Awards Viet Nam
ADB	Asian Development Bank
AEC	ASEAN Economic Community
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
DAAD	Der Deutsche Akademische Austauschdienst
E/N	Exchange of Note
EPA	Economic Partnership Agreement
G/A	Grant Agreement
GDP	Gross Domestic Product
IELTS	International English Language Testing System
IMF	International Monetary Fund
JDS	Project for Human Resource Development Scholarship
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
JAV	Japan Alumni of Viet Nam
JBAV	The Japan Business Association in Viet Nam
MEXT	Ministry of Education, Culture, Sports, Science and Technology
NGO	Non Governmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
SNS	Social Networking Services
TOEFL	Test of English as a Foreign Language
VIED	Viet Nam International Education Development
VJCC	Viet Nam Japan Human Resource Cooperation Center
YLP	Young Leader's Program

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

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

1-1-1. Background of the Project

The Project for Human Resource Development Scholarship (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 the JDS project is that “young government officials and others, who are involved in formulating and implementing the social and economic development plans of the country and are expected to play important roles in the future, shall obtain Master's degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks.”

The JDS Project was originally targeted at Asian countries transitioning to a market economy, but later included countries like the Philippines and Sri Lanka, adding Ghana in FY2012 and Nepal in FY2016 to countries it accepted students from. In FY2016, 266 students from 13 countries were accepted, making the total number of international students under this program 3,700 from 15 countries¹.

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

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	total
1. Uzbekistan	20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	295
2. Laos	20	20	20	20	20	20	25	25	25	20	20	20	19	20	20	20	20	354
3. Cambodia		20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	368
4. Vietnam		20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	484
5. Mongolia			20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	280
6. Bangladesh			29	19	20	20	20	20	20	20	15	15	15	15	15	25	30	298
7. Myanmar			14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	413
8. China				42	43	41	43	47	47	48	45	39	35	—	—	—	—	430
9. Philippines				19	20	20	25	25	25	20	20	20	20	20	20	20	20	299
10. Indonesia				30	30	30	30	—	—	—	—	—	—	—	—	—	—	120
11. Kyrgyz								20	20	18	14	14	15	15	15	15	15	161
12. Tajikistan										3	5	5	5	5	5	5	5	38
13. Sri Lanka											15	15	15	15	15	15	15	105
14. Ghana													5	5	5	10	10	35
15. Nepal																	20	20
Total	40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	266	3,700

¹ Indonesia left the JDS project in FY 2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also has left the JDS project with the last JDS fellows from China accepted in FY 2012. After its termination as grant aid, the project has been shifted under the Ministry of Foreign Affairs of Japan and continued as “Japan Human Resource Development Scholarship for Chinese Young Leaders” (JDS China).

In addition, an acceptance plan for academic fields was initially determined each year, with people from both the public and private sector being accepted, but as of the FY2009 academic year, the key aid areas and development issues (subprograms/components) for each country were selected during the preparatory survey, based on the human resource development needs and development issues of the target country as well as the Japanese government's aid policies, and the system moved gradually to a fixed four-year project framework where the student would be selected based on field, target institution, host university, etc. for each country: the "new system." As part of this, those eligible for the JDS were limited as a rule to government officials in areas related to the formulation and implementation of development issue policies.

Later, JICA carried out the basic research project on “factor analysis concerning the result of the JDS Projects” (hereinafter referred to as “JDS Basic Research”) in FY2014. This was a comparative analysis of the results and factors in JDS projects in 11 target countries². Based on the results, the following four issues and policies that should be applied to them were presented. Specifically, these are the addition of a PhD program framework, the development of pro-Japanese human resources, and follow-up strategies. At present, the JDS Project is being reformed in various ways based on these policies.

Strategic Reinforcement of the JDS Program and Further Initiatives

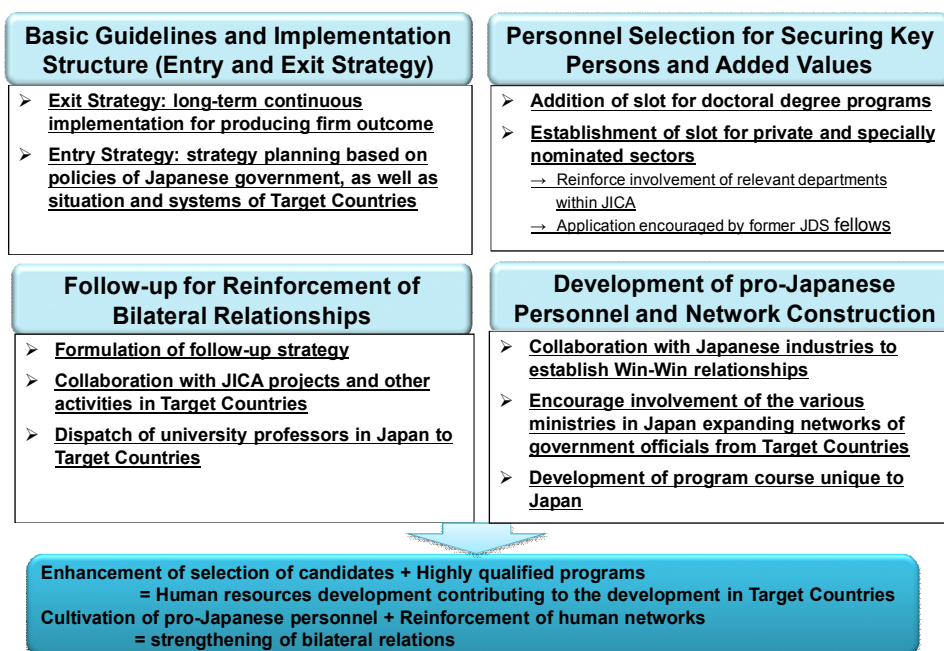


Figure 1 Recommendations from JICA Basic Research (source: JICA)

² Ghana was not included in the survey since the 1st batch just returned at the time of the survey.

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

(1) Dispatch results and characteristics

Viet Nam became eligible for the JDS in FY2000, the second year of the project, and from the first batch of students in FY 2001 to April 2017, a total of 484 students have been sent to Japan. Of those 484 students from Viet Nam, and excepting the 59 who are currently still studying in Japan, 422 obtained master's degrees, while three were unable to complete due to academic ability, health, or family issues. The ratio of those obtaining their degree was 99.3%, the fifth-highest rate among the 11 JDS target nations.³

Sixteen years have passed since the JDS Program began in Viet Nam, and the number of JDS returned fellows in the primary target institutions of the central ministries, universities, and research institutions is reaching critical mass. For example, there are 20 in the Ministry of Foreign Affairs and 15 in the Ministry of Justice, as well as between five and ten in key ministries like the Ministry of Planning and Investment, the Ministry of Finance, and the State Bank of Viet Nam. In addition, there are also some returned fellows in universities and research institutions, including 14 in the Viet Nam National University of Agriculture, 11 in the Foreign Trade University, and 9 in Can Tho University.

(2) Major challenges of JDS Project in Viet Nam

Lack of a proper follow-up system following fellows' return to Viet Nam

There are more than 400 returned fellows in Viet Nam, but there is still no follow-up system in place for after fellows return. Sixty-nine JDS returned fellows participated in a reception held for the first time in Hanoi in March 2013, which acted as an impetus for the formation of a JDS returned fellows community on Facebook, but this did not lead to the organization of an alumni association, and no ongoing activities have been carried out (Alumni activities after the reception of JDS returned fellows in January 2017 will be described later in the Chapter 2).

JDS returned fellows are scattered throughout the country in Viet Nam. In addition to the capital of Hanoi, they are located in Da Nang in the central part and Ho Chi Minh City in the south. This means that strong leadership among the core members, incentives to participate in activities (visible merits), and support from Japan in terms of both technology and capital are necessary. It is possible for them to participate in the Japan Alumni of Viet Nam (JAV) association run by Ministry of Education, Culture, Sports, Science and Technology students which was established in May 2001, but JDS returned fellows, who obtained their degrees in English, are not active participants.

³ Sri Lanka, Tajikistan, and Philipines are 100%. Myammar is 99.6%.

Appropriate follow-up cooperation will not only help returned fellows make use of their experiences in Japan in their actual work, but is vital for them to build their specialist careers even further, and to discover the results of the project. Furthermore, the formation of a network of JDS returned fellows, who would have a good understanding of Japan, will help strengthen the foundations of goodwill relationships between Japan and Viet Nam. The assets developed by the JDS Project, which involves the Japanese business sector and government agencies as well, need to be utilized effectively.

Competition with other donors

More than 40 foreign governments and international organizations offer scholarship programs in Viet Nam, so there is a lot of competition to ensure each program recruits the best students. The scholarship program offered by the Australian government in particular mainly targets administrative officials, just like the JDS Project, and not only Australia is an English-speaking country, but the program includes up to a year of English training. In addition, the generous support from international student coordinators in each university, and the system of allowing family to be brought over and for students to work part-time, means that its flexibility makes it a very popular program in Viet Nam, and a competitor with the JDS Project.

In addition, we can learn from the annual updates to the JDS alumni database that 54 of the returned fellows had either obtained or were in the process of obtaining their doctorates. Of these, 22 had studied in Japan, but about 60% had obtained their doctorates in other countries. For a returned fellow to obtain their terminal degree in another country would lower the value of the degree obtained through the JDS Project. The doctorate in particular has a major influence in the workplace, and could affect the building of a partnership between Japan and Viet Nam.

Promotion rates for JDS returned fellows

According to the JDS Basic Research, 24.5% of the JDS returned fellows from Viet Nam who were accepted between the start of the project and FY2014 were at the head of division level or above at government organizations, and their promotion rates were the lowest among all target countries (the average of all 11 countries is 48%). The ratio of JDS fellows at the head of division level or above when they arrive in Japan is 15.3%, which is the lowest among target nations, and the average age when they arrive is the third lowest, at 27. While it is not possible to broadly compare between target countries due to differences in demographics, public official systems, and so on, we do need to select people who are likely to make management levels in the central agencies and to provide sustained career development support for returned fellows in Viet Nam.

Ensuring candidates from central government ministries and agencies

The JDS mainly targets administrative officials responsible for planning and implementing development policies in the target countries. However, compared to other countries Viet Nam has a high ratio of university lecturers and researchers, with administrative officials only being about 40%. For example, 43% of successful candidates in the first phase of the new system (FY2010 to FY2013) were from educational institutions, the highest ratio of all. In the second phase (FY2014 to FY2017), that ratio dropped to 17%, while the ratio of successful candidates from research institutions jumped from 16% to 35%. The ratio of successful candidates from government ministries and agencies remained steady at about 40%.

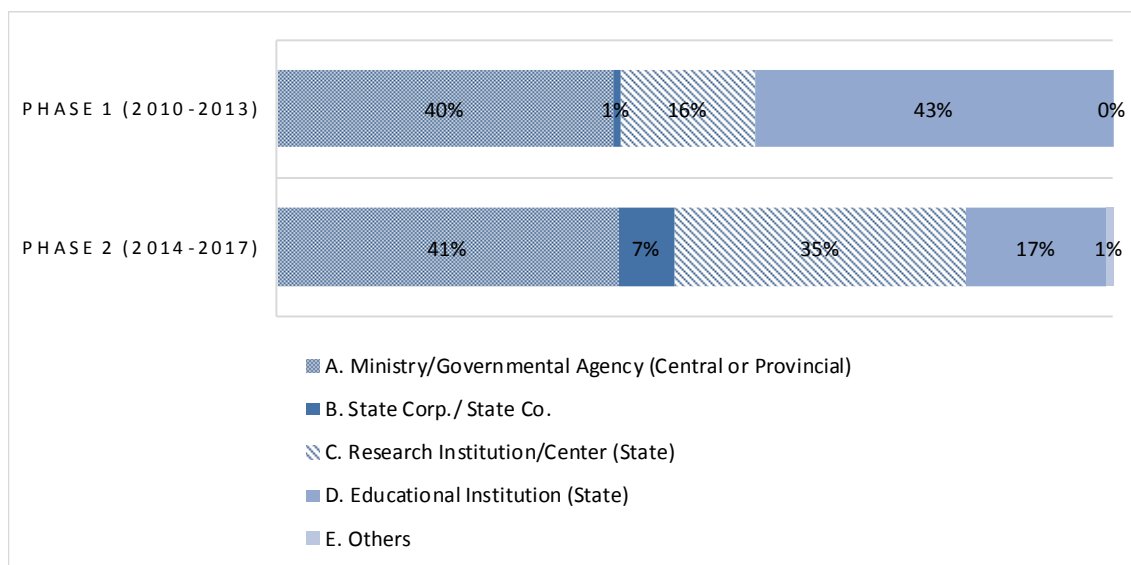


Figure 1 Classification of JDS Viet Nam fellows by type of organizations

Looking at the numbers of applicants, while there has been an annual increase in the second phase of the new system in the ratio of applicants from government ministries and agencies, 52% of successful candidates are still being recruited from educational or research institutions. In the first phase, one possible reason behind the large number of successful candidates from educational institutions was that the Vietnamese government made it a requirement for university lecturers to obtain a master's degree in 2010⁴. In addition, while we are unable to state that their possibility of making contributions is low, as research organizations are closely connected with national policy formation in Viet Nam, increasing the numbers of successful candidates from among central government ministries related to the formulation and implementation of development policies that the JDS Project targets remains a key issue.

⁴ Decision on Promulgating "Charter of Universities" (No 58/2010/QĐ-TTg)

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

(1) Social and Economic Situation

Viet Nam is a socialist republic located in the eastern part of the Indochina peninsula, in Southeast Asia. The eastern side of the country, which stretches a fair way north and south but is quite thin east-west, is a long coastline facing the South China Sea, while to the north it borders China and to the west it borders Laos and Cambodia. Geographically, it plays a key role in the politics and economics of Southeast Asia. The population of Viet Nam is about 92,700,000⁵, (as of 2016), making it the most populous in the Mekong region. Demographically, the working population is 54,560,000⁶ (as of 2016), making it notably younger than other ASEAN member states. This means that the country has a large labor force to power its industrial development, which not only is promising for the country's further economic growth, but makes it appealing in terms of a consumer market as well.

Back in 1994, the Vietnamese government presented a mid- to long-term goal of becoming an industrialized nation by 2020. To that end, it has developed legal systems related to private enterprises, worked on privatizing state-owned enterprises, joined ASEAN (1995), signed the U.S.-Viet Nam Bilateral Trade Agreement (2001), and joined the WTO (2007). This active participation in the international market has attracted foreign capital and expanded its exports. Previously, the industrial structure was based around exporting natural resources and lightly-processed industrial products, but suffered from chronic trade deficits and economic balances in the red. However, starting in 1995 with Samsung's entry into Viet Nam, there has been a rapid increase in exports of telephones and semiconductors. As a result, in 2012 the balance of trade was in the black, as was the balance of payments.⁷ This increase of foreign investment and expansion of exports spurred economic development, and the economy grew an impressive average of 7.26% between 2000 and 2010. The GDP, which in 1993 was USD 180 per capita, is now over USD 2,000, meaning that Viet Nam is now a member of the low-middle income nations.⁸

However, with this economic growth has come a number of problems, including delays in developing economic infrastructure such transportation and energy, environmental pollution, gaps between regions, and undeveloped health, medicine, and social welfare systems. While high-quality policies need to be formulated and implemented, the low capabilities of officials in national organs, especially administrative organs, their inefficient work, bureaucratism, and corruption are targets of criticism, and administrative reform and the development of a public official system are frequently raised issues. Beginning with participation in the ASEAN Economic

⁵ Websit of Ministry of Foreing Affairs (MOFA), [http://www.mofa.go.jp/mofaj/area/Viet Nam/data.html#section1](http://www.mofa.go.jp/mofaj/area/Viet%20Nam/data.html#section1), [Accessed 2017/6/9]

⁶ Ministry of Planning and Investment 2017. "Report on Labor Force Survey"

⁷ Mitsubishi UFJ Research & Consulting, 2015, "Current Situation and the Prospect of Vietnamese Economy", http://www.murc.jp/thinktank/economy/analysis/research/report_150220.pdf, [Accessed 2017/6/9]

⁸ Websit of MOFA, [http://www.mofa.go.jp/mofaj/area/Viet Nam/kankei.html](http://www.mofa.go.jp/mofaj/area/Viet%20Nam/kankei.html), [Accessed 2017/6/9]

Community (AEC), Viet Nam's integration into the international economy is continuing to accelerate, making the training of administrative officials who can contribute to solving development issues a vital issue.

(2) Situation of Higher Education

The school system in Viet Nam has changed repeatedly as part of the historical changes in the country, from the time the country was a colony of France, to its division into North and South Viet Nam, the unification in 1976 and its socialist period. The Third Educational Reforms in 1981 established the framework of five years of primary education, four years of lower secondary education, and three years of higher secondary education. This 5-4-3 split, for a total of 12 years, remains today.⁹

The Education Law revised in 2009 sets out compulsory education as from preschool to primary and lower secondary. School entrance rates in recent years have been 98.6% for primary education, 90.4% for lower secondary, and 70.7% for upper secondary education.¹⁰ Vietnamese universities are classified into national universities, largely in Hanoi and Ho Chi Minh City, regional comprehensive universities, specialist universities that were founded based on the former Soviet higher education system, private universities, and junior colleges. There are 206 universities and 215 junior colleges,¹¹ and the ratio of people going on to university in 2014 was 30.5%.¹²

The Vietnamese government developed a higher education reform agenda in 2005, which included the goals of improving the university entrance rate, the number of faculty members, and the ratio of faculty members with doctorates by 2020, positioning improving the quality of education as a key issue. At present, university faculty members in Viet Nam are required by the 2013 Law on Higher Education to have at least a master's degree.¹³

As part of the reforms of the examination system, in 2015 the secondary school graduation exams were merged with the university entrance exams, meaning that the results of the subjects taken would determine pass or fail for both. Students taking the exams are required to sit them in three compulsory subjects and at least one elective subject for a minimum of four subjects. Of these, mathematics, Vietnamese literature, and a foreign language are compulsory, while the remaining elective can be chosen from physics, chemistry, history, or geography. The Ministry of Education and Training publicly announces the results of the exams and the minimum pass marks, and students register the university of their choice based on the passing standards issued by that university and their own exam results.¹⁴

⁹ Ito Miho, 2013, Development process of higher education and transition of labour market in Viet Nam, Japan institute for labour policy and training

¹⁰ JETRO, 2015, "Survey on the potential of education industry market in Viet Nam"

¹¹ Kawai Eiich, 2013, "Situation of higher education in Asia and study abroad", magazine:"Between"

¹² Mitsubishi research institute, inc., 2016, EDU-Port Nippon

¹³ Law on Higher Education, No. 08/2012/QH13

¹⁴ Viet Jo, "Merging the graduation exam of high school and entrance exam of university from 2015" <http://www.viet-jo.com/news/social/140911092610.html>, [Accessed 2016/11/23]

1-1-4. Viet Nam's Development Plan¹⁵

The Vietnamese government listed industrialization by 2020 as a state goal in the Socio-economic Development Strategy 2011-2020 it announced at the Eleventh National Congress of the Communist Party of Viet Nam in 2011. As development policies, it lists (1) building a socialist-oriented market economy system, (2) formation of human capital, and (3) development of infrastructure. The National Congress also made "Renovation of the Growth Model" its new slogan, presenting a policy of establishing a new growth model focused on the development of high-added-value industry such as high-tech and bio-engineering, as well as the training of high-level human resources.

Table 2 Goal values for 2020 and achievement levels as of 2015¹⁶

Economy Index	Goal of 2011-2020	Result of 2015	Goal of 2016-2020
GDP growth rate	7 -8%	5.9%	6.5-7%
GDP per capita	3,000-3,200 USD	2,109 USD	3,200-3,500 USD
Ration of agricultural labors	30%	44.3%	40%
Ratio or workers who receive training	70%	51.6%	65-70%

At the Twelfth Congress of the Communist Party of Viet Nam, held in January 2016 and marking 30 years since the introduction of the Doi Moi (Renovation) policy that was based around the introduction of a market economy system and opening up foreign relations, further movement along the Doi Moi path and active participation in the international economy were raised. In the Socio-Economic Development Plan 2016-2020 approved at the 14th session of parliament in April that year, the overall goals included "maintaining a stable macro economy," "boosting the economic growth rate from 6.5% to 7%," "acceleration of policy implementation based on development policies," and "improvements to productivity and competitiveness."

At the general summary of the Congress, however, the previous goal of "becoming a basically modern industrial nation by 2020" was downgraded to "working to become a modern industrial nation soon," without any specific time deadline. In addition, on the flip side of Doi Moi development, negative issues such as a growing gap between rich and poor, chronic corruption, bureaucratic stalling, and environmental destruction are becoming serious issues. In the Administrative Reform Master Program 2011-2020, improving the quality of public officials was established as a key area, and both the party and the government are moving ahead on strengthening ways to prevent corruption and reform administration and public officials.

¹⁵ Ishizuka Futaba, 2017, Vietnam's Second Doi Moi: Results and Outlook of the 12th Communist Party Convention, Institute of Developing Economies Japan External Trade Organization

¹⁶ Ibid. summarized from the table on 72p

1-2. Background and Overview of the Grant Aid

As noted earlier, after Viet Nam moved to a market economy, there has been a high average economic growth rate, and issues that need tackling are surfacing in a number of areas. However, the capabilities and systems of the workers, organizations, finances, etc. of the government organizations and related ministries that deal with this development issues are as a whole not up to the task of dealing with these issues. So for Viet Nam, which is now a lower middle income country, to maintain economic growth rates at the current level, administrative reform and training core personnel who can support this reform are urgent tasks.

In addition, as symbolized by frequent visits from high ranking officials and the emergence of private enterprises, as well as the increase in the number of international students and tourists from Viet Nam, Japan and Viet Nam are currently building a good relationship as important partners in a range of areas that include politics, economy, and culture. In November 2017, Viet Nam will host APEC in Da Nang as the Host Economy, and 2018, marking the 45th anniversary of the establishment of relations between Japan and Viet Nam, is expected to see more developments in the bilateral relationship.

In the joint statement announced at the summit conference in June 2017, a goal of training at least 800 Vietnamese administrative officials over the next five years was presented. Japan stated that it would actively support the development of Viet Nam through human resources training, and this project is a part of that. It is expected to contribute to strengthening administrative organizations and solving development issues.

1-3. Civil Service System in Viet Nam

1-3-1. Administration system and government officers

(1) Framework of Viet Nam's public servant personnel system

After its independence in 1945, Viet Nam brought in a modern public official system, but the long war and other factors since then have meant that regulations related to public officials have not been developed. However, with the move from a planned economy towards a market economy in accordance with state management under the Doi Moi policy introduced in 1986, the development of state organs to cope with economic expansion has been an urgent issue. The establishment of a public official system and strengthening of public official training have been positioned as pillars of administration reform, which became serious in the 1990s. Since then, attempts have been made to develop and expand the public official system, such as the hiring, promotion, management, and training of public officials, in order to strengthen administrative functions building on self-criticism of the low abilities of public officials, their inefficiency, bureaucratism, and corruption issues. In addition, the Public Employees Ordinance¹⁷ that forms the systematic laws and regulations related to public officials was adopted in 1998 and forms the basis of the current public official system.¹⁸

Current laws relating to public officials are defined in the Law on Cadres and Civil Servants,¹⁹ established in 2008, and the Law on Public Employees²⁰ from 2010, which lay out the definitions, classifications, duties, authority, hiring, evaluation, management, training, and so on of public officials. In addition, the sections on the definitions and hiring of public officials are stipulated in more detail in various government ordinances, while the formulation of plans and laws related to human resources and the implementation and monitoring of public official systems are the jurisdiction of the Ministry of Home Affairs as per the above government decision.²¹

(2) Classification of Civil Servants

As per the above regulations, public officials in Viet Nam are classified into cadres (cán bộ), civil servants (công chức), and government employees (viên chức). Cadres are elected to their posts, and appointed on a term-limited basis to social or political organizations of the central ministries or regional provinces. Their salaries are paid from the state budget, and they are members of the Standing Committee of the People's Council, the People's Committee, the General Secretary or Under Secretary of the Communist Party, or the heads of mass organizations.²²

¹⁷ 01/1998/PL-UBTVQH10

¹⁸ Shiraishi Masaya, 2000, *Organ of the State of Viet Nam*, Akashi Books

¹⁹ Law on Cadres and Civil Servants (No. 22/2008/QH12)

²⁰ No.58/2010/QH12

²¹ Defining Civil Servants (No. 06/2010/ND-CP), Providing for the Recruitment, Employment and Management of Civil Servants (No. 24/2010/ND-CP)

²² Project for Strengthening Capacity of Ho Chi Minh National Academy of Politics and Academy of Public Administration in Training of Public Leaders and Civil Servants, Pre Implementation Stage Evaluation

Civil servants are the bureaucrats responsible for management or other roles. They are administration officials at central ministries or regional administration or officials at the deputy director general level or above in research/educational institutions under ministerial jurisdiction, or the management level in state-owned enterprises. They have no set periods of employment.

Government employees refers to public employees other than civil servants, and includes some staff at central ministries or regional administration, general lecturers or research staff at research/educational institutions under ministerial jurisdiction or in state-owned enterprises, as well as the office workers who work at these organizations. Government employees are hired on a contract basis, and their terms are one year, three years, or indefinite.²³

Viet Nam's civil servants are defined as staff working at the following nine organizations. (1) Communist party organizations, (2) the government office, the parliament secretariat, the government inspectorate, (3) central ministries and agencies or similar-level organs, (4) regional administration organizations, (5) the People's Court, (6) the People's Procuratorate, (7) mass organizations (such as the Viet Nam Liberation Front, etc.), (8) the People's Army or the Public Security Office, and (9) other government organizations.

Statistics from the Ministry of Home Affairs from 2012 show that of the approximately 51,700,000 working population of Viet Nam, civil servants and state workers as described above account for around 5,380,000, or about a tenth of the whole. Of these, civil servants number about 300,000, or about 5.5% of all public employees.²⁴

(3) Recruitment

There are no unified examinations to become a civil servant in Viet Nam. Instead, organizations stipulated in the above laws have authority over personnel matters, and hold employment exams as needed within the quota assigned from the Ministry of Home Affairs. The main qualifications to apply and the exam subjects are as shown.

Table 3 Qualifications to apply and exam subjects for Vietnamese civil servant employment exams

Eligibility	Vietnaese citizen who resides in Viet Nam. Over and 18 years old.
	Fulfill the required education background, career, and political qualification
	Good health
Subjects of employment exam	General knowledge (political system, structure and policy of communist party, state, and social-political organizations)
	Expertize (related field which apply for)
	Foreign language skill
	PC skill

²³ Law on Public Employees (No. 58/2010/QH12)

²⁴ Mai Anh Duy, 2015, A comparative study of Vietnamese and Japanese central government recruitment systems- Lessons learned for the Vietnamese national public servants recruitment system (Master's thesis of JDS 13th batch)

At present, support for reforming the public official system by JICA includes support for the introduction of a unified public official system that can administer the hiring of officials centrally, based on the Japanese public official system.

In addition, the Vietnamese government has set out a policy to reduce the numbers of public officials in central ministries and agencies by 10% by the year 2021.²⁵ In some ministries, such as the Ministry of Home Affairs and the Ministry of Planning and Investment, interviews during the survey confirmed that they were postponing the hiring of new people. Additionally, the Ministry of Industry and Trade is only hiring one new employee for every two that retire.

(4) Promotion and transfer (Career path)

Civil servants are divided into four grades, from high-ranking specialists to general staff, as shown in Table 4. Exams for promotion between grades take into account the number of vacant posts in each organization stipulated by the Ministry of Home Affairs, and are held irregularly by either the Ministry or the organization the applicant is affiliated with. Grades do not always match with position, but can be a condition for being appointed to certain positions.²⁶ They are equivalent to the specialist bureaucrats in Japan who are responsible for civil servants. The promotion exams consist of (1) general knowledge, (2) specialist knowledge, (3) a foreign language, and (4) computer skills (Microsoft Office, etc.). Like the hiring exams for public officials, those who have a degree in a foreign language or obtained their degree in a foreign country are waived the need to sit (3), while those with an IT degree are waived the need to sit (4).

However, there are no promotion exams for positions, and it is common for people to be appointed by superiors in higher positions. However, to increase the transparency of promotion, the Ministry of Transport and the Ministry of Culture, Sports and Tourism are bringing in promotion exams for the position of director on a trial basis.²⁷ In addition, while the relationship between the Communist Party and public official human resources is not documented, according to the Central Committee of Organizational and Personnel of the Communist Party, which is responsible for Communist Party personnel, regional and central administrative organizations and Communist Party organizations regularly prepare a list of personnel who are candidates for promotion and submit this to the Central Committee of Organizational and Personnel of the Communist Party. It is then reviewed by the committee, and forms an important criterion for determining promotion.

²⁵ Decree on Policy to Reduce Number of Staff at Government Organizations (108/2014/ND-CP)

²⁶ Interview from Ministry of Home Affairs. It is required to be senior official to promote to Director General and higher. If the person is principal official, the title would be Acting Director General.

²⁷ Mai Anh Duy, 2015, A comparative study of Vietnamese and Japanese central government recruitment systems- Lessons learned for the Vietnamese national public servants recruitment system (Master's thesis of JDS 13th batch)

Table 4 Promotional system for civil servants in Viet Nam

Rank	Title	Required work experience	Required training course	Jurisdiction
Senior Official	Vice Minister, Director General	6 years	Senior Political Theory Training Senior Official Training	Ministry of Home Affairs
Principal Official	Director General, Deputy Director General, Head of Division	9 years	Principal Official Political Theory Training	Each Organization
Official	Head of Division, Deputy Head of Division, Official	3 years		Each Organization
Clerical Official	Official, Staff			

(5) Gender consideration²⁸

The Gender Equality Law, approved in 2006, clearly outlines the qualifications and age criteria regarding promotions, guidance positions, or managerial positions within government organizations, and clearly states that these shall apply equally to men and women. In addition, the National Strategy on Gender Equality 2011-2020 prepared by the Ministry of Labour, Invalids and Social Affairs, which is responsible for promoting gender equality, lists more specific goals, as shown in Table 5. However, a number of issues regarding implementation have been noted, including that the definitions of the criteria for measuring these goals are vague, and that no statistical surveys have been carried out.

Table 5 Goal of Gender Equality State Strategy 2011 - 2020

Goal 1	In 2016 – 2020 period, ratio of female will be 25% and higher in each level of communist committee. In 2011 – 2015 period, ratio of female parliament member among national assembly and people's council will more than 30 % and in 2016 – 2020 period it should be 35 %.
Goal 2	By 2015, 80 % of ministry, government organization, and people's committee etc. should have female leader and by 2020 it should be 95%.
Goal 3	By 2015, 70% of the Communist Party, Government Organizations, Political-Social Organizations which is consist of more than 30% female should have female leaders and by 2020, it should be 100%.

²⁸ Luong Thu Hien, 2015, Gender policy in Viet nam: Its achievement and issues, *Gender Study*, Ochanomizu University

The ratio of female employees in Vietnamese government organizations is about 26.5%,²⁹ and the ratio in director general position is 4.8%, a gap which has been noted. However, the ratio of female applicants over the three-year period of the 2nd phase of the new system (2014-2017) was 53.8%, and the rate of successful applicants was 54.2%, both of which are more than half. In addition, compared with the JDS in other countries, the ratio of female fellows until FY2011 was 44.3%, which is higher than the JDS average of 37.6%, putting Viet Nam in fourth place behind Myanmar, Mongolia, and the Philippines.³⁰ So compared to the situation as a whole, the ratio of women is generally high. Some of the female returned fellows who are doing well post-study include a board member of the State Capital Investment Corporation, a deputy director general of the Public Procurement Agency, Ministry of Planning and Investment, and a director general of the Hanoi Stock Exchange, so the JDS Project does appear to contributing to gender equality.

1-3-2. Human resource development system

The Vietnamese government established the Administration Reform Master Program 2011-2020 in 2011, which set out human resources training for public officials as a priority area in order to improve administrative functions and public services, and make them more efficient. As a training institution, there are the School of Politics (63) in each centrally administered city and regional province, specialist training institutions in each ministry or agency (30), and training centers at the district level (700 locations). These are responsible for training chief specialists.³¹ In addition, the Ho Chi Minh National Academy Of Politics (HCMA), which trains Communist Party core officials and is directly controlled by the Central Committee of the Communist Party and the government, and the National Academy of Public Administration (NAPA), which is responsible for training related to administration/state management skills and specializations under the umbrella of the Ministry of Home Affairs are mainly responsible for training senior specialists, and taking training classes in each institution is a condition of promotion for civil servants (see Table 3). Both institutions have received support from the JICA Project for Strengthening Capacity of Ho Chi Minh National Academy of Politics and Academy of Public Administration in Training of Public Leaders and Civil Servants, for strengthening the training implementation capacity of HCMA and for supporting the establishment of a graduate school in public policy at NAPA.

In addition, there are the short-term trainings run by the Program 165 Office of the Central Committee of the Organization and Personnel of the Communist Party, the core administrative official overseas training program, the PhD programme scholarship project targeted at university faculty members run by the Viet Nam International Education Department (VIED) (Program 911) and the master's programme scholarship project that is also open to researchers (Program 599).

²⁹ Ministry of Internal Affairs and Communications, World Statistics 2015

³⁰ JICA Basic Research: Factorial Analysis of the Outcome of JDS

³¹ Nguyen Khac Hung 2012 "A training roadmap for civil servants in Ho Chi Minh City in the context of administrative decentralization in Viet Nam" *Comparative Studies of Public Administration XI* Ministry of Internal Affairs and Communications, Local Autonomy College

1-3-3. Human Resource Situation and Potential Candidates in Each Organizations

In order to understand the human resources training situation for workers in the various ministries and regional administrations that are set as the main JDS target institutions, questionnaires were sent to 31 such organizations, and answers obtained from 20. The number of people working there full-time varied widely, from more than 10,000 to several hundred, and it was hard to get an overall idea of who could form potential candidates in general, but from the numbers of workers currently studying overseas, some features, such as how positive the organization felt about study in foreign countries, and who candidates would be, could be confirmed.

First, the numbers of workers currently studying abroad in master's programmes was confirmed to be relatively high, with for example 29 from the Ministry of Construction, 13 from the Ministry of Justice, 12 from the Ministry of Finance, and 10 from the Ministry of Planning and Investment. While the Ministry of Construction has sent more students than other ministries, interviews have shown that competition is stiff, with numerous countries, including Norway, Belgium, and Australia providing scholarships, and the JDS, with its three-stage selection process, is considered harder to get than other scholarships. In addition, there is a high demand for obtaining master's degrees and doctorates in the Ministry of Justice, and the Personeel Department is also actively encouraging study in Japan, so we can expect to see a certain number of applicants in future as well. The Ministry of Finance also has a lot of people, but when the Personnel Department was interviewed directly, it was found that not only were there few new hires, but most people already had master's degrees.

The number of workers currently studying abroad in PhD programmes is not that high, with for example 13 from the Ministry of Construction, 8 from the State Bank of Viet Nam, 6 from the Ministry of Planning and Investment, and 4 each from the Ministry of Justice and the Ministry of Labour, Invalids and Social Affairs. However, we did confirm that there was a demand for foreign study. The State Bank of Viet Nam in particular, while it does have a large number of workers (3,285), has relatively low ratios of workers with master's degrees (18.9%) or doctorates (0.9%), so from the high level of specialization, we consider it likely that there are numerous potential candidates.

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

1-4-1 Trends of the Japanese ODA

For Japan, Viet Nam is an important partner from the political, security, economic, and every other aspect. In 2008, Japan became the first country to conclude the Economic Partnership Agreement (EPA) with Viet Nam. Japan and Viet Nam established a "Strategic Partnership" and later elevated their bilateral relationship into the new level of "Extensive Strategic Partnership" in 2014. In addition to political, security, economic, and cultural exchanges, Japan has strengthened its extensive collaboration and cooperation with Viet Nam under regional and international frameworks such as ASEAN and APEC. At the Mekong-Japan Foreign Ministers' Meeting held in July 2016, the launch of the Japan-Mekong Connectivity Initiative was announced. The approach places importance on the establishment of connectivity of infrastructure, systems, and human resource development.

In 1991, the Agreements on a Comprehensive Political Settlement of the Cambodia Conflict (1991 Paris Peace Accords) were signed. With regard to bilateral aid, Japan resumed official development assistance (ODA) in 1992, the year following the Paris Peace Accords. Since 1995 to the present, Japan has been the largest ODA donor country to Viet Nam. Viet Nam is currently the largest recipient of Japan's bilateral ODA, and Japan provides a wide range of aid in various forms including Grand Aid, technical assistance, and government loans to Viet Nam.³² Changes in aid made by major donor countries recently are shown in Figure 3.

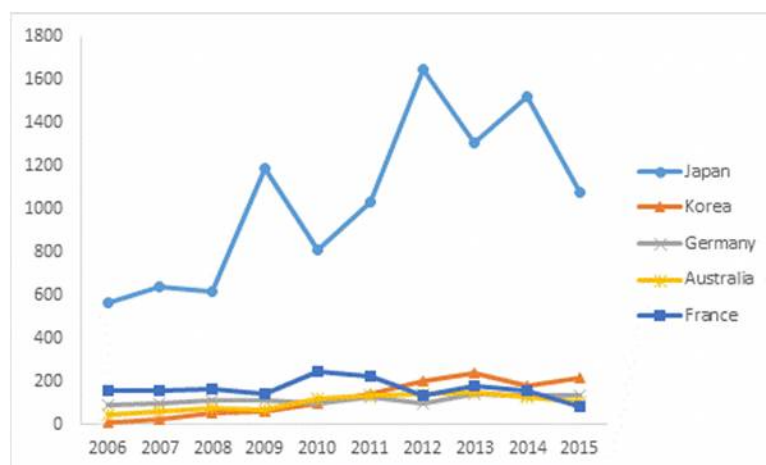


Figure 3 Changes in aid expenditure of major donors to Viet Nam³³
(Dollars in millions, based on aggregate spending)

³² Ministry of Foreign Affairs, White paper on development cooperation 2015
<http://www.mofa.go.jp/mofaj/gaiko/oda/files/000137901.pdf> [Accessed: 2017/6/9]

³³ OECD/DAC "OECD Stats" <https://data.oecd.org/> [Accessed: 2017/6/9]

In the Project Deployment Plan for Viet Nam established by the government of Japan in April 2016, the "support for country building with well-balanced economic and social development" is defined as the grand goal, with three priority areas and six development issues. The JDS projects in Viet Nam are positioned as projects that contribute to all development issues in the Project Deployment Plan established under the Country Assistance Program for Viet Nam.

Table 6 Rolling Plan for Viet Nam by Japanese Government

Basic Policy (Overall Goal)	Priority Areas (Mid-term Goal)	Development Issues (Short-term Goal)
Cooperation for Nation Building with Well-Balanced Economic Development and Social Development	Promotion of Economic Growth and Strengthening International Competitiveness	Strengthening of Market Economy Systems
		Strengthening of Industrial Competitiveness and Human Resource Development
		Improving of Economic infrastructure and Traffic Accessibility
	Response to Fragility (Response to the Negative Impacts Brought by Economic Development)	Responding to the Threats of Climate Change, Disaster, Environmental Destruction, etc.
		Social and Living-Standard Improvements and Rectifying Disparities
	Good Governance	Strengthening Judicial and Administrative Functions

JICA provides comprehensive assistance to Viet Nam to become a modern industrialized country, which Viet Nam aims at, placing a priority on institutional development, human resource development, and infrastructure development in order to build a fair society and country through the strengthening of growth and global competitiveness, overcoming of vulnerability, and strengthening of governance. Large-scale infrastructure development includes the Nhat Tan Bridge in Hanoi completed in 2015, the Terminal 2 building at Noi Bai Airport, the North–South Expressway, the urban railways in Ho Chi Minh and Hanoi, the Lach Huyen Port in Hai Phong, etc. JICA provides a wide range of support, including the development of electricity infrastructure, a food value chain, assistance for economic and financial policies, countermeasures against climate change, and improvement of the urban environment.

Trends and activities of Japanese Ministry and Agencies

The ministries and agencies of Japan are also actively engaged in collaboration and cooperation with their Vietnamese counterparts on a wide range of specialty areas. They have conducted regular policy dialogues, high-level meetings, and frequent human exchanges. Characteristically in Viet Nam, there are many JICA long-term experts temporarily assigned by the ministries and agencies of Japan. Examples of cooperation by the ministries and agencies are shown in Table 7.

Table 7 Trends in ministerial efforts to strengthen cooperation with Viet Nam

Ministry/Agency	Project
Ministry of Environment (MOE)	<ul style="list-style-type: none"> December 2016: MOE held the third Japan-Viet Nam Environmental Policy Dialogue with the Ministry of Natural Resources and Environment of Viet Nam (MONRE) and signed an MOU on cooperation in environment, the second of its kind. They agreed to continue cooperative activities through training, HRD, and research in the fields of climate change, waste management, sustainable city development, water and air pollution, etc. July 2013: MOE concluded Japan-Viet Nam Low Carbon Growth Partnership between MONRE (Japanese side is discussed by three ministries which are MOFA, METI, and MOE). It implemented and established the bilateral credit system to enhance the action for the reduction and absorption of green house gas emission.
Financial Services Agency (FSA)	<ul style="list-style-type: none"> June 2014: FSA exchanged letters on sharing their experience and expertise with the State Bank of Viet Nam and agreed with the Vietnamese financial authorities to provide cooperation for support in the fields of regulation, supervision of banks, payment services, etc.
Ministry of Economy, Trade and Industry (METI)	<ul style="list-style-type: none"> October 2011: METI concluded the MOU on the establishment of the Policy Dialogue on Distribution and Logistics between Japan and Viet Nam. In May 2017, METI, jointly with its counterpart, held the 6th Japan-Viet Nam Policy Dialogue on Distribution and Logistics to discuss the distribution policy; promotion of exports of agricultural products, etc.; restrictions on foreign investment; and so on. August 2013: Japanese Industrial Standards Committee (JISC) and the Directorate for Standards, Metrology and Quality of the Ministry of Science and Technology of Viet Nam signed a document concerning cooperation for standardization and approval to implement cooperative activities related to ISO/IEC, formulation of projects related to standardization and approval, holding of seminars, etc.
Ministry of Land, Infrastructure, Transport and Tourism (MLIT)	<ul style="list-style-type: none"> February 2009: MLIT concluded the MOU on cooperation for road development with the Ministry of Transport. In March 2016, the 9th seminar on expressway development was held in Hanoi to exchange opinions on expressway development and the planning, operation, management, maintenance, and utilization of the expressway transport system. MLIT implemented projects to support logistic human resource development in 2014 and 2015 under which seminars on safety management, vehicle maintenance, and logistics management were held targeting the students of the University of Transport Technology in Hanoi and the Ho Chi Minh City University of Transportation. April 2017: MLIT renewed the MOU on cooperation in the sewage field with the Ministry of Construction of Viet Nam. Both sides confirmed the continuation of cooperation to support system improvement and human resource development related to the sewage service. May 2017: MLIT held the 6th Japan-Viet Nam Policy Dialogue on Distribution and Logistics.
National Personnel Agency (NPA)	<ul style="list-style-type: none"> From May 2013 to May 2016, NPA participated in the JICA Project for Strengthening Capacity of Ho Chi Minh National Academy of Politics and Academy of Public Administration in Training of Public Leaders and Civil Servants to improve training implementation and management. Since July 2014, NPA has participated in the JICA Project for Supporting Civil Service Reform targeting the Ministry of Interior of Viet Nam.
Ministry of Agriculture, Forestry and Fisheries (MAFF)	<ul style="list-style-type: none"> August 2015: At the second high-level meeting of the Japan-Viet Nam Agricultural Cooperation Dialogue, the two sides approved the Mid- to Long-term Vision for Agricultural Cooperation between Japan and Viet Nam to develop a food value chain in Viet Nam through partnerships between the public and private sectors of both the countries.
Ministry of Justice (MOJ)	<ul style="list-style-type: none"> MOJ has provided support for legislation development since 1994. Currently, three long-term experts (a lawyer, a public prosecutor, and a judge) are being dispatched to the JICA project for legislation development. They work for the Ministry of Justice, the Supreme People's Court, the Supreme People's Procuracy, and the Bar Federation of Viet Nam to support them in drawing up drafts of the basic laws, developing legal operators, improving the works for legal practice, and so on.

1-4-2 Japanese government's scholarship programs

As of May 2016, the total number of foreign students studying in Japan, both publicly funded and privately financed, is 239,287.³⁴ Students from Asia account for 93% of the total foreign students in Japan, and foreign students from Viet Nam are 53,807, the second largest, presently accounting for 22.5% of the total foreign students. The total number of foreign students studying in Japan excluding those in Japanese language schools is 171,122. Of these, the number of students from Viet Nam is 28,579, the second largest, which account for 20.1%. The number of Vietnamese students studying in Japan has rapidly increased since 2013, with 6,290 in 2013 to 28,579 in 2016. The increase ratio is almost 4.5 times in the past three years.

When it comes to the type of school, 48% of the Vietnamese students are studying at Japanese language education institutions, 32% is at specialized training colleges, 14% is at undergraduate schools and only 4% is at graduate schools. As for the increase ratio compared with previous year, specialized training colleges are 13 times and Japanese language education institutions are about 10 times. On the other hand, there is no much difference in increasing ratio at undergraduate schools. Therefore, characteristics of students from Viet Nam is that majority of them study at Japanese language education institutions or specialized training colleges, while less Vietnamese students study at undergraduate and graduate schools. This is the factor of the recent increase of Vietnamese students.³⁵

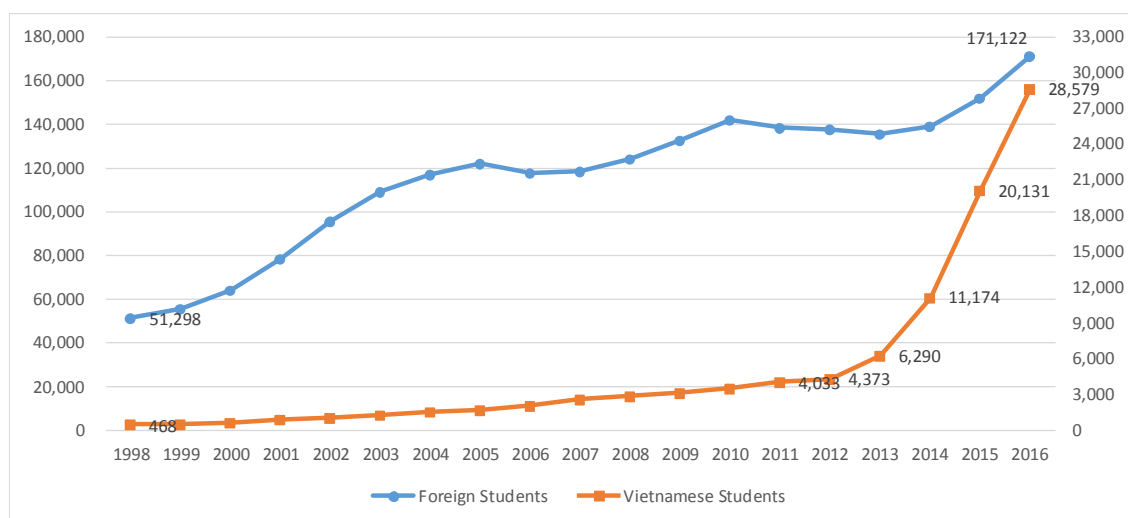


Figure 4 Transition of Number of Vietnamese students to Japan³⁶

³⁴ JASSO, 2017, Result of survey on enrollment situation of foreign students 2016

³⁵ Sato Yuriko, 2016, Characteristics and Push-Pull Factors of Vietnamese and Nepalese Students: Points to be Kept in Mind in their Recruitment and Acceptance, JASSO

³⁶ Created from the statistics of Result of survey on enrollment situation of foreign students from 2006 to 2016. From July 2010, students who study at Japanese language school are also included.

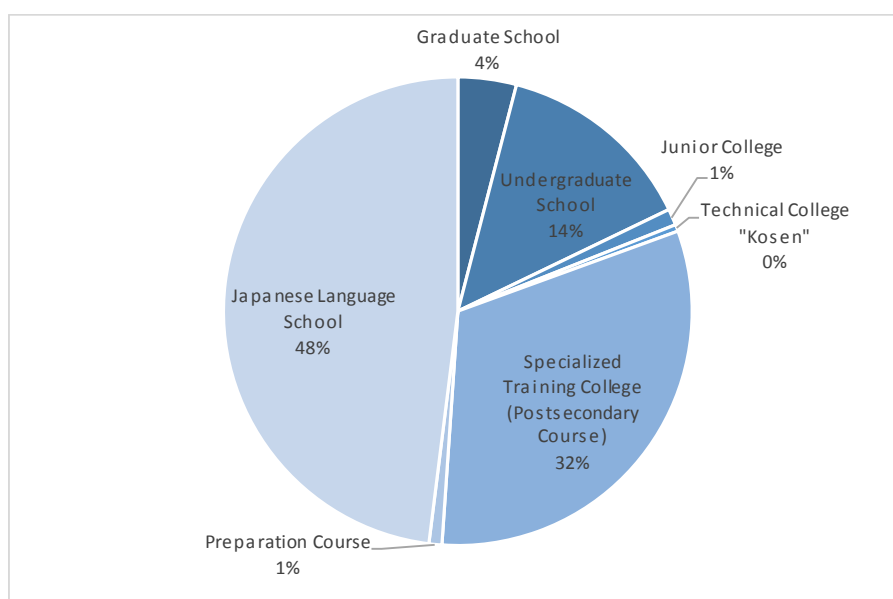


Figure 5 Ratio of Vietnamese Students by Type of Schools in 2015³⁷

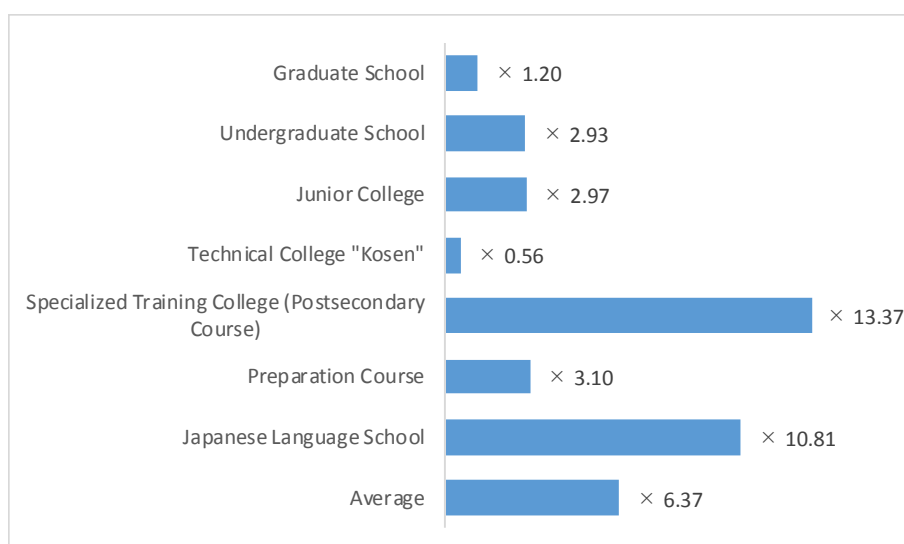


Figure 6 Increase Ratio of Vietnamese Students by Type of Schools (2015/2014)³⁸

Mainly five organizations operate programs for Vietnamese students studying in Japan sponsored by the Japanese government. There are three major types of programs which target administrative officers like JDS: Young Leaders' Program (YLP), a scholarship student program sponsored by Ministry of Education, Culture, Sports, Science and Technology; scholarship student programs operated with contributions from the Japanese government to international organizations; and JICA's long-term training programs. Table 8 describes the outlines of these programs.

³⁷ Source: Presentation slides of Kyushu University at JDS Follow-up Seminar in Hanoi on October 13, 2017

³⁸ *ibid.*

Table 8 Japanese Government's Scholarship Programs

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

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

The Japanese Government Scholarship Program started in 1954. Japan has accepted students from Viet Nam since 2004. The number of research students studying at graduate schools has been on an upward trend in recent years. As of 2016, the number of foreign research students enrolling at graduate schools in Japan exceeds 500.

Table 9 Overview of Research Student and YLP in MEXT Scholarship Program

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

Table 10 Number of MEXT Scholarship Vietnamese Students (by Program)³⁹

Year	2012	2013	2014	2015	2016
Research Scholarship	412	382	366	498	549
YLP	1	2	1	3	1

³⁹ Provided by JASSO

(2) JICA's Studying abroad Projects in Viet Nam

As shown in Table 11, three JICA projects which include a study abroad program to Japan, are now being implemented in Viet Nam. ASEAN University Network/Southeast Asia Engineering Education Development Network (AUN/SEED-Net) Project Phase 3 has been implemented since 2001 with the purpose of developing advanced industrial human resources with an engineering background in ASEAN countries. The number of students sent from Viet Nam (to Japan and the ASEAN region) until 2015 is 319 out of the total 1,177, which is the largest among the target countries.⁴⁰ In addition, since FY2017, the Innovative Asia Program has been launched to support advanced human resource development in the target countries in Asia.

Can Tho University Improvement Project aims at strengthening the research and education capacity in the agriculture, fisheries, and environmental fields at Can Tho University, the educational base of the Viet Nam and Mekong Delta area, for promoting human resource development, joint research, construction of research facilities, and procurement of research equipment. Up to April 2017, 15 students have entered the PhD programme, including a former JDS Fellow.

Though they are not study abroad projects, the Viet Nam Japan University offers master's courses in six fields (regional studies, public policy, business administration, environmental technology nanotechnology, and infrastructure technique), with the first class of 72 students. The Climate Change Program is scheduled to be newly opened in 2017.

⁴⁰ AUN/SEED-Net Annual Report 2015-16, http://www.seed-net.org/wp-content/uploads/2016/11/AUN_AnnRep_251016-FINAL.pdf [Accessed: 2017/6/9]

Table 11 JICA study abroad-related projects targeting Viet Nam

Project	ASEAN University Network/Southeast Asia Engineering Education Development Network (AUN/SEED-Net)	Inovative Asia	Can Tho University Improvement Project
Scheme	Technical Cooperation	Technical Cooperation	Yen Loan
Purpose	Support the establishment of high research and training implementing system by collaboration between ASEAN universities network and Japanese supporting universities to enhance the effort for sophistication, globalization, and regional issues in South East Asia region.	Enhance interaction between Asian countries and Japan through the training of talented Asian students.	Contribute to the sustainable development and solving environmental issues including climate change in Mekong Delta through improvement of Can Tho University's research and education capacity in the field of agriculture, aquaculture and fisheries, and environment.
Target	26 universities in ASEAN (including Hanoi University of Science and Technology and Ho Chi Minh city University of Technology)	60 universities in Asia (including Hanoi University of Industry, Hanoi University of Science and Technology and Ho Chi Minh city University of Technology, Ho Chi Minh University of Industry, Viet Nam Japan University)	Can Tho University
Type of training	Master program, sandwich program, Doctoral program, short training, joint research, sending professor from Japan, etc.	Master program, Doctoral program, short term training	Doctoral program, Master program, short term research
Slot	About 110/year	200/year 1,000 in 5 years	Doctoral program: 63, Master program: 9, Short term research 91
Acceting universities	14 universities in Japan: Hokkaido University, Tokyo Institute of Technology, Kyoto University, Nagoya University, Kyushu University, Toyohashi University of Technology, etc.	15 universities: Hiroshima University, Hokkaido University, Kyoto University, Kyushu University, Nagoya University, Osaka University, Ritumeikan University, etc.	9 universities: Osaka University, Kagoshima University, Kyoto Institute of Technology, Kyushu University, Tokyo University, Tokyo University of Marine Science and Technology, Tokyo University of Agriculture and Technology, Nagasaki University, Hokkaido University.

1-4-3 Situation of private cooperation and exchange

Since implementing the market opening policy in 1986, Viet Nam has been actively promoting the attraction of foreign capital. As such, many Japanese companies are operating in Viet Nam. As labor costs in China and Thailand increased and the Japan–China relationship worsened around 2000, the trend of transfer of the manufacturing bases of Japanese companies to Viet Nam occurred. In pursuit of cheap and quality labor force, the number of Japanese companies, mainly large manufacturing companies, operating in Viet Nam rapidly increased.⁴¹

With regard to the trade value between Japan and Viet Nam in 2016, Viet Nam's exports to Japan are worth 14,677 million dollars, and Japan is Viet Nam's third largest export destination, following the U.S. and China. Major export items to Japan include sewn products, transport machinery and components, and machinery and its components. Viet Nam's imports from Japan amount 15,003.4 million dollars, which makes Japan the third largest exporter to Viet Nam, following China and South Korea. Major import items from Japan include machinery and its components, which account for 27.7% of the total value of import from Japan, and other items such as computer electronics products and components and iron and iron scraps. The trade balance between Japan and Viet Nam shows that Viet Nam has a deficit of 357 million dollars, marking the second consecutive deficit from 2015.⁴²

Japan's direct investment in Viet Nam (both new and expansion investments) is 2,509.8 million dollars, which makes Japan the fourth largest investor in Viet Nam, following South Korea, Singapore, and China.⁴³ Japanese companies actively made large-scale investments around 2013. This trend has come to an end, and now, SMEs are active players in investment in Viet Nam. The number of Japanese companies operating in Viet Nam is 2,527, which is the third largest among the ASEAN countries after 4,788 companies in Thailand and 2,821 in Singapore.⁴⁴

While Japanese companies advancing into Viet Nam are increasing in line with the introduction of the market opening policy and the subsequent economic growth in Viet Nam, several problems of Viet Nam as an investment destination have been pointed out, including the undeveloped infrastructure and legislation, immature supporting industries, and a shortage of advanced industrial human resources. Against this background, the framework for the Japan-Viet Nam Joint Initiative was launched in 2003. Since then, efforts have been made to strengthen Viet Nam's global competitiveness through the improvement of the investment environment and the promotion of foreign investment.

⁴¹ Mizuho Research Institute, 2014, Why Vietnamese economy is steady, <https://www.mizuho-ri.co.jp/publication/research/pdf/insight/as140128.pdf>, [Accessed: 2017/6/9]

⁴² JETRO, 2017, Gener overview of Viet Nam

⁴³ *ibid.*

⁴⁴ Teikoku Databank, 2016, Survey on Japanese companies based in ASEAN

Example of Private Sector Cooperation and Exchange

Japan Alumni of Viet Nam (JAV)

Japan Alumni of Viet Nam (JAV) was established in 2001. The main aim of JAV is to promote friendship, cooperation, and understanding among the Vietnamese with an experience of studying in Japan, as well as academic, scientific, technical, and cultural exchange activities. The current membership exceeds 1,500. JAV's main activities include the following: holding of alumni meetings, transmission of scholarship programs to Japan, support for the Japan Study Fair and other events, and participation in the ASEAN Council of Japan Alumni (ASCOJA) activities. JAV also serves as a liaison with the Japanese Embassy in Viet Nam to coordinate appointments with those who studied in Japan before when important people from Japan visit Viet Nam.

Japan Business Association in Viet Nam (JBAV) ⁴⁵

The Japan Business Association in Viet Nam (JBAV), founded in 1992, aims to contribute to the promotion of exchange among members, friendship and cultural exchange between Japan and Viet Nam, and bilateral trade and commerce and economic cooperation. As of 2017, the number of JBAV member companies in Hanoi is 667. With member companies in Ho Chi Minh and Da Nang, the total membership of JBAV exceeds 1,600. JBAV consists of industry-specific departments, such as the trade, manufacturing, and services departments, for promoting information exchange among members and making recommendations to Vietnamese government organizations and working committees, such as the Business Environment Committee, for supporting companies' local operations. In FY2017, Japan will host the Viet Nam Business Forum where foreign business associations in Viet Nam engage in a dialogue with the government of Viet Nam, and JBAV also plays a central role in the forum.

Japanese language schools

In line with the recent increase in demand to learn Japanese in Viet Nam, the number of Japanese language educational institutions in Viet Nam increased by more than 20% in three years to 219 schools in 2015, and the number of students learning Japanese was 64,863, an almost 40% increase.⁴⁶ While Japanese language schools in Viet Nam play an important role in the increase of the number of foreign students in Japan, the lower educational quality due to a shortage of teachers, etc., has been pointed out as a problem.⁴⁷

⁴⁵ Website of Japan Business Association in Viet Nam, <http://jbav.vn/ja/>

⁴⁶ Japan Foundation, 2017, Situation of Japanese language education in foreign countries: by Japanese language school survey 2015

⁴⁷ Sato Yuriko, 2016, Characteristics and Push-Pull Factors of Vietnamese and Nepalese Students: Points to be Kept in Mind in their Recruitment and Acceptance, JASSO

Scholarship programs funded by private companies

There are many scholarship programs funded by private companies to which the Vietnamese are eligible to apply. Among them, the scholarship programs in which selection is conducted before a visit to Japan include the following: Lawson International Student Scholarship; scholarship programs conducted in collaboration with specific universities, such as the Juroku Asia Scholarship for International Students (Nagoya University Graduate School of Law) and the Hosei University-Taisei Corporation-Viet Nam Friendship Scholarship (Faculty of Engineering and Design, Hosei University); and the Mitsubishi Viet Nam Nuclear Scholarship that provides travel expenses to/from Japan and Japanese language training after arrival in Japan. The Aeon Scholarship Program, to which students currently studying at universities in Japan are eligible to apply, provides monthly living expenses in addition to the tuition.

Table 12 Scholarship Programs to Viet Nam funded by Japanese Private Sector

Name of Program	Degree to be obtained	Study Fields
Lawson International Student Scholarship	Bachelor	Not specified
Juroku Asia Scholarship for International Students	Master	Law
Hosei University-Taisei Corporation-Viet Nam Friendship Scholarship	Bachelor, Master	Urban Development, Architecture
Mitsubishi Viet Nam Nuclear Scholarship	Master	Nuclear Energy
MHI Vietnam Scholarship	Bachelor	Energy, Mechanical Engineering
Aeon Scholarship	Bachelor, Master	Not specified

1-5. Trend of Other Donor's Aid

In Viet Nam, many donor nations implement scholarship programs. As the applicants have a wide range of choices from many programs, securing candidates with excellent performance is competitive (Table 13). A questionnaire survey was conducted with the major target organizations in Viet Nam in which they were asked to list the scholarship programs with high name recognition in their ministries (multiple answers accepted). According to the questionnaire results with 17 organizations' responses, Australia Awards Viet Nam was the most well-known. The number of government officers who received their master's degree through Australia Awards Viet Nam shows the large scale of the program, with 120 officers in the State Bank of Viet Nam, 40 in the Ministry of Planning and Investment, 28 in the Ministry of Law, and 20 in the Ministry of Finance. Meanwhile, almost half of the responding organizations answered that JDS has a high name recognition. Accordingly, the name recognition of JDS is considered to be relatively high (Figure 7). An overview of the scholarship programs by other donor nations mentioned in the questionnaire survey is as follows.

Table 13 Other Donor's Scholarship Programs in Viet Nam⁴⁸

Country	Program	Degree	Slot / year	Characteristic
Australia	Australia Awards Viet Nam	Master (2 year)	60	Maximum 12 months English Training Support from implementing agent
The United Kingdom	Chevening Scholarships	Master (1 year)	About 30	Study period is 1 year Most of universities are available
America	Fulbright Vietnamese Student Scholarship	Master (2 year)	About 15 to 20	Many privilege for alumni Very high competition
France	Excellence Scholarship	Master (1 year) Doctor (3year)	30 (Master) 10 to 15 (Doctor)	Lauunched alumni portal site in 2014
Germany	Development-Related Postgraduate Course	Master (1 to 3 year)	About 5	Focus on human resources related to development policy Framework of the program is fixed
Korea	Korean Government Scholarship	Master (3 year) Doctor	23 (Master) 10 (Doctor) ⁴⁹	1 year language training
Russia	Russian Governmetn Scholarship	Master Doctor	About 600	Cost sharing with Vietnamese governmen 1 year language training is compulsory
China	Government bileteral Scholarship	Master Doctor	29	Cost sharing with Vietnamese governmen
Hungary	Stipendium Hungaricum Scholarship Programme	Bachlor, Master, Doctor	About 100	Long term exchange program is also available

⁴⁸ Created by information from interview and website of the donors, Embassies, and VIED

⁴⁹ The whole world

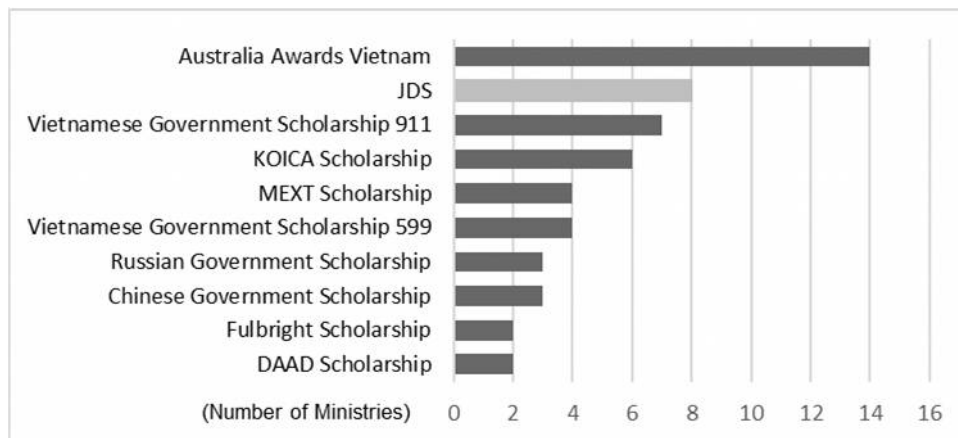


Figure 7 Popular Scholarship Programs among Vietnamese government officials⁵⁰

(1) Australia Awards Scholarship

Australia Awards Viet Nam (AAV) was launched in Viet Nam in 1974, and up till now, 5,800 people have studied in Australia. AAV consists of the Australia Awards Scholarship (AAS), which is the master's program scholarship for which selection is conducted in the respective countries, and the Endeavour Scholarships and Fellowships, which accept applications from the whole world and provide an opportunity for short-term research and survey.

To be eligible for AAS, prospective applicants shall have a minimum of two years of work experience in the relevant fields in the government, NGOs, or private companies. In the 2017 application process, priority is given to the following fields: governance and economic growth, transportation, water and hygiene, education, gender equality, development of agriculture and agricultural communities, regional stability and human rights, physical disability, and climate change. The quota of successful applicants given to particular ministries has now been terminated.

Characteristics of AAS in comparison with JDS are as follows: (1) Pre-departure English training, (2) Different requirements based on the category of applicants, (3) Higher scholarship amount than JDS, (4) Online management of foreign student database, (5) Generous support. Pre-departure English training students can receive up to 12 months is the biggest attraction for applicants. The requirements of academic performance and English ability are set lower for candidates who have disabilities or come from rural areas compared with those affiliated to the central or educational organizations. Under AAS, students are allowed to work part time while studying and receive a large amount of scholarship, which are the elements for candidates to consider applying to AAS. The living expenses paid to students is up to 30,000 AUD (approximately 2.4 million yen) per year.

⁵⁰ Qusetionnaire about the famous scholarship within organizations. Multiple answer.

With regard to the implementation of the program, Coffrey International, a consulting company, is the implementing body in charge of recruiting and selecting prospective students, budget management during studying in Australia, and follow-ups after they return to Viet Nam. Foreign students are cared for by student contact officers assigned at the respective accepting universities. The program pays the tuitions to the accepting universities as well as provides funds to hire student contact officers. At the universities accepting many foreign students, five to six student contact officers are hired, with an average of two to three student contact officers at each university. While the accepting universities are in charge of problems occurring during studying, they consult with the implementing body in Hanoi about budget-related issues before making decisions. The information about each foreign student is managed by the global database, which can be accessed by the related parties, such as the Embassy of Australia, the implementing body, and the accepting universities.

Currently AAS is in the midst of a program policy change. A shift from the degree acquisition program to the comprehensive human resource program has been planned from now on, and the program name has been changed to Viet Nam-Australia Human Resource Development Partnership Program (VAHRDP). In the future, the program plans to put more focus on short-term training programs that target the middle and senior executives.⁵¹ The number of students recruited has been substantially decreasing, from 250 in the 2014 recruitment to 80 in the 2015 recruitment and 60 in the 2016 recruitment. The recruitment for the PhD programme has been discontinued since 2017. Still, the number of applicants remains high. With approximately 1,100 applicants in 2014 and 700 in 2016, the ratio of successful applicants is more than ten. Though AAS makes visits to the ministries and holds recruitment briefings, it is not actively promoting recruitment activities as its brand has already been established in Viet Nam.

As a new initiative starting in the 2017 recruitment, a sandwich program was launched in collaboration with the National Economics University (NEU) and the Australia National University. Under the program, students attend NEU at their expense in the first year and study in Australia on scholarship in the second year.

The alumni society activities consist of three pillars: "Professional development," "Social gathering," and "Small Grant Fund," with an emphasis on engagement activities. For professional development, workshops and seminars are held with the themes of research thesis writing, gender and other social problems, capacity development, etc. It also holds more casual networking events, including BBQ parties in which the families of the returned students can participate and charitable activities in areas severely affected by natural disasters. The Small Grant Fund, which was started four years ago, is a scheme to provide 5,000 AUD maximum per person to fund academic conferences, research, training, and reorganization based on the proposals by the returned students.

⁵¹ The name will be changed again from VAHRDP to AUS for Skills next year. As described later, this change is in line with the policy to promote follow-up strategies to involve a wider range of returned students including those who studied at their expense.

The number of proposals adopted has been increasing every year. The proposals adopted last year were 50. This year there were approximately 100 applications.⁵²

In April 2016, the Department of Foreign Affairs and Trade of Australia announced the Australia Global Alumni Engagement Strategy 2016–2020 to initiate a strategic policy to strengthen the network of returned students, promote their exchange, and recognize those with distinguished accomplishments based on the idea that the people who studied in Australia and returned to their home countries are important human resources for Australian diplomacy, business, and public relations. In line with such movement, Viet Nam formulated the Australian Alumni in Viet Nam Strategy 2016–2021 in December 2016 to initiate a strategy for implementing more comprehensive follow-up activities involving the returned students who studied in Australia on AAS as well as at their own expense.

(2) Chevening Scholarship (United Kingdom)

Chevening Scholarship, founded in 1983, is a study program funded by the U.K. government for foreign students to study their master's. So far, approximately 44,000 foreign students have studied in the U.K. through the Chevening Scholarship. In Viet Nam, the program started in 1993, and more than 300 Vietnamese students have been sent to the U.K. The number of successful applicants in Viet Nam, which used to be six to ten people until several years ago, has increased to around 30 in 2015 and 2016. The recipients of the Chevening Scholarship are increasing globally.

The Chevening Scholarship is a scholarship for the master's program with the aim of developing leaders for the next generation. Applicants need to have at least two years of work experience and a minimum IELTS score of 5.5 or a TOEFL iBT score of 79 as the English language requirements. The quota of recruitment is not set for each field, and applicants with excellent quality and performance are selected from among the total applicants. The other characteristics are as follows: the study period of the master's program is one year and applicants are allowed to choose courses at all the universities that meet the condition in the U.K.

The Chevening Scholarship is actively engaged in recruitment activities through recruitment briefings in several cities (Hanoi, Hoh Chi Minh, Da Nang, Hue, and Nghe An); participation in study abroad fairs; and live streaming, videos, and online Q&A sessions using SNS. The program introduced the online application system around 2011.

The Chevening Scholarship has its own alumni society separate from the UK Alumni Viet Nam in which privately financed students also participate. Their alumni activities have just begun. In October 2016, the Chevening Viet Nam Day was held in Hanoi City at which a panel discussion was held on the themes of global economic integration and career development after returning to the home country. In addition, the kickoff of the Mentorship Program was also held. Under the

⁵² From interview with Coffey, the implementing agent. Past record is 2013: 8, 2014: 20, 2015: 30.

Mentorship Program, the returned students active in various fields make their credentials open to the public and serve as volunteer advisers for candidates who are thinking about applying for the program.

(3) Fulbright Vietnamese Student Scholarship (United States of America)

As the Fulbright Program is designed to promote mutual understanding between the U.S. and target nations, the U.S. not only accepts fellows from target nations but also dispatches their people to other nations. The Fulbright Vietnamese Student Scholarship, a master's programme, is one component of the Fulbright Program.

Since the launch of the Fulbright Vietnamese Student Scholarship in 1992, over 500 Vietnamese students have been selected to participate in the Program. With the baseline of the number of applicants to be accepted set at 20, approximately 15 to 20 applicants for a master's degree are accepted on an annual basis. There is no upper limit on the number because the number of eligible fellows varies depending on the level of candidates. Compared to approximately 500 applicants, the scholarship is highly competitive. Eligible fields of study focus on humanities and social sciences, without preference given to specific ministries and agencies or organizations. Information sessions are held at hotels or other facilities in cities. Recruiting and selection are led by the U.S. Embassy and the Vietnamese government is not involved in the selection at all– this is one of the characteristics of the Program. Applicants can choose their desired academic program for a master's degree from among all U.S. universities, but the Institute of International Education (IIE), the implementing organization in New York, is in charge of matching for them based on the budgets of each nation and the U.S. Embassy's intention.

The Fulbright fellows are able to register themselves on the portal of International Exchange Alumni operated by the U.S. Department of State, which provides them with a variety of services such as up to USD 50,000 of small-scale fund through competition and access to 20,000 issues of online academic journals, newspapers and magazines. By allowing participants in short-term exchange programs to become members of the International Exchange Alumni, the U.S. has wider networks of alumni in place strategically. In Viet Nam, the Vietnam-U.S. Alumni Club (VUSAC) was established in July 2014, targeted at all the fellows who have received education in educational facilities in the U.S. Currently approximately 400 alumni are members of the club. The VUSAC holds seminars on studying in the U.S. and scholarship programs, workshops with private enterprises and exchange meetings between alumni and general participants.

(4) Excellence Scholarship & Eiffel Excellence Scholarship (France)

Major scholarship programs for Vietnamese fellows provided by the French government are Excellence Scholarship and Eiffel Excellence Scholarship. The Excellence Scholarship is awarded for 12 months for entry at M2 level (the second year of a master's course) and for a maximum of 3 years for PhD programme. The maximum number of students to be awarded is 30 for a master's degree and 10 to 15 for a PhD degree. The Eiffel Excellence Scholarship, aimed at developing leaders of the government and the private sector, is available mainly in the fields of science, economics & management and law & political sciences. The Scholarship is awarded for 1 to 3 years for a master's course and 10 months for a PhD course.

According to the French national agency for the promotion of higher education, international student services, and international mobility (Campus France) in Hanoi, France used to be a popular destination for Vietnamese students 10 to 15 years ago. However, now that France is a fiercely contested market, English-speaking nations such as the U.S., the U.K. and Australia are more popular. To address this situation, France has started accepting English-speaking fellows: French skills are not necessarily required of applicants in the scholarship selection.

As part of follow-up activities for alumni, Campus France has a website portal "France Alumni" in place, in which returned fellows who received higher education in France can participate. This portal enables them to register their background on it and interact with other alumni as well as obtaining companies' help-wanted information and event information. It also serves as a tool for companies and external entities to access people with experience of studying in France. Up to date, France Alumni has approximately 52,000 registered members. Campus France holds three or four events for alumni such as sports events, job fairs and cultural events annually. However, their basic principle is that the alumni take the lead in drawing up plans and proposing the implementation of them and Campus France provides financial and physical support such as location and equipment for them in implementing the proposals well received by the agency. Specific examples include the holding of concerts and fashion shows by famous Vietnamese alumni who learned music and apparel in France.

(5) Development-Related Postgraduate Course (Germany)

Der Deutsche Akademische Austauschdienst (DAAD) is a collaborative agency of universities in Germany which is federally funded. In cooperation with various partners, it awards scholarship for studying abroad and research activities and studies. For Vietnamese fellows in master's and PhD degrees, there are approximately 45 scholarship programs. A program similar to JDS is Development-Related Postgraduate Course (EPOS), which is aimed at developing human resources of public and private entities which are engaged in planning and implementation of development policies in the fields of scientific technology, economy and society in developing nations.

The EPOS is available around the world. There are no quotas assigned to respective nations and nearly 5 Vietnamese students are selected to participate in this program annually. The total number of applicants is approximately 3,000. In Viet Nam, the acceptance rate is around 10 percent. The EPOS sets the maximum number of applicants to be accepted for each university and graduate course. Graduate courses to accept fellows are reviewed every 8 to 10 years, with the balance of eligible research fields taken into consideration. In the 2016 scholarship program, 40 graduate courses were available. The scholarship selection is conducted by the committee consisting of members from the DAAD and universities in Germany, without participants from local parties in each nation. Accepting universities provide a large part of support to their fellows during stay in Germany because they receive an allocation of budgets.

The EPOS is focusing on events that help build up networks among fellows who are studying in Germany. One example is workshops which are held in cities in Germany. As each workshop carries different themes, fellows are able to participate in the one related to the field of their study. Planning and implementation of events are all left to fellows: they make decisions on various matters from themes to venues and fellows to be invited within the budget (EUR 50,000) provided by the DAAD. They are offered the opportunity to plan and implement a joint workshop based on the DAAD's policy that such an experience should be a part of training for international students.

Alumni activities led by returned fellows in Viet Nam are not so active, but this year, celebrating the 50th anniversary of the founding of ASEAN, a regional meeting for alumni in the ASEAN region was held in Hanoi, from May 26 to May 28, sponsored by the DAAD Hanoi Office. Under the theme of environment and health, returned fellows in the region were invited and a total of 197 alumni consisting of 127 fellows from Viet Nam and others from Cambodia, Indonesia, Laos, Myanmar, Thailand, etc. participated in the meeting. In the meeting, experts from Indonesia which is leading the way in anti-air pollution measures gave presentations and Vietnamese experts asked questions. The meeting served as valuable opportunity for the participants to discuss development issues common to the Southeast Asia region. They were provided with subsidies to cover a part of travel expenses. The venue was the Vietnamese-German Center at Hanoi University of Science and Technology (HUST).

Chapter 2. Contents of the JDS Project

2-1. Overview of JDS Project

The JDS project is aimed at fostering young administration officials, etc. of target countries who can be expected to play central roles in contributing to solving development issues facing their nations after their return, by allowing them the chance to obtain degrees at Japanese graduate schools. In addition, it contributes to strengthening the partnership between both countries through the construction of human networks.

This project offers programs directly connected with solving development issues facing target countries by having universities provide special programs targeted at JDS fellows outside formal classes, hosting them strategically and effectively at the same university based on a four-year plan developed ahead of time to deal more specifically with priority issues.

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

2-1-1. Project Design

(1) Sub-Program, Component and Research Theme

Table 14 shows new aid priority areas, development issues and expected research themes in the JDS project for Viet Nam which have been determined based on the local survey of February 2017. In light of the "Socio-Economic Development Strategy 2011-2020", Viet Nam's medium-term plan, the second-phase priority areas continued to be identified as key issues.

Table 14 Framework of Viet Nam JDS Project (FY 2018 - FY 2021)

Priority Areas (Sub-Program)	Development Issues (Component)	Expected Theme of Research
1. Promotion of Economic Growth and Strengthening of International Competitiveness	Strengthening of Market Economy System	Economic Policy, Financial Policy, Monetary Policy, Industrial Policy
	Improving of Economic Infrastructure and Traffic Accessibility (Transportation)	Urban Development Policy, Environment Oriented City Plan, Sustainable Urban Development
	Improving of Economic Infrastructure and Traffic Accessibility (Energy)	Energy Policy, Energy Environmental Policy
2. Response to Fragility	Agriculture and Rural Development	Agriculture Policy, Food Safety, Food Chemical Engineering, Agricultural Mechanization, Livestock Science and Diseases, Fishery Policy, Forestry Policy
	Responding to the Threats of Climate Change, Disaster, Environmental Destruction	Environmental Policy, Global Environment (Policy, Economy), Natural Resources and Ecological System Management, Environmental Ethic and Education, Countermeasures against Global Warming, Management of Water Supply, Sewerage System and Waste, Urban Environment (General Policy, Legal system), Application of Satellite Data (Disaster Management)
3. Strengthening of Governance	Strengthening of the Legal System	Judicial Policy, International Law
	Strengthening of the Administrative Capacity	Public Policy, Training for Public Servants

(2) Main Target organization

As the Viet Nam JDS project does not limit the organizations which can apply for JDS, eligible public servant are able to apply for any components. Having said that, this is a strategic recruitment activity and therefore some organizations are designated as recruitment-recommended organizations (major target organizations). Although, in principle, no preference is given to these organizations in selections, the applicant from a major target organization will be chosen if there are multiple candidates with the same points at the final interview.

After discussion with the Operating Committee based on hearings from the Japanese Embassy in Viet Nam and relevant ministries and agencies, some organizations were added to the list of main target organizations (Table 15). One of them is the Viet Nam Women's Union, which was added on the grounds that they were addressing a variety of women-related social issues and playing a key role in the support. Others include the following: Nghe An Province and Lam Don Province, both of which are the priority regions to which Japan is providing agricultural support; the

Ministry of Labour, Invalid and Social Affairs which is working mainly on fostering policymakers; the Ministry of Health; the Ministry of Public Security with a growing demand for studying in Japan; and Viet Nam National University.

In addition, based on the strong request from the Vietnamese government to training outstanding human resources in the field of international maritime law who can expected to be contribute to solving disputes on the field, the Ministry of Foreign Affairs was included in the main target orgniazations of the component of “strengthening of the legal system”.

Table 15 Main target organizations added in the third phase

Component	Main Target Organizations
1-1 Strengthening of Market Economy System	Viet Nam Women's Union
1-2 Improving of Economic Infrastructure and Traffic Accessibility (Transportation)	Viet Nam National University Hanoi and HCMC
2-1 Agriculture and Rural Development	People's Committee in Nghe An, People's Committee in Lam Dong, Ministry of Health
2-2 Responding to the Threats of Climate Change, Disaster, Environmental Destruction	Ministry of Construction, Ministry of Health, Viet Nam Women's Union
3-1 Strengthening of the Legal System	Ministry of Labour Invalids and Social Affairs, Viet Nam Women's Union, Ministry of Foreign Affairs
3-2 Strengthening of the Administrative Capacity	Ministry of Labour Invalids and Social Affairs, Ministry of Public Security, Ministry of Health

(3) Accepting Universities

Prior to the Preparatory Survey, JICA presented assumed Target Areas and Development Issues of JDS project in Viet Nam to universities that have accepted JDS fellows in the past and those who wish to newly accept, and invited the universities to submit proposals on the countries/issues from which they wish to accept fellows. As a result, 59 proposals in total were submitted from 39 graduate schools in the 31 universities

Based on evaluation procedure, JICA Headquarters and JICA Viet Nam Office evaluated the contents of proposals which had been submitted by universities and items such as the past records of accepting international students including JDS fellows and systems for accepting fellows from Viet Nam. During the preparatory survey phase, the survey team met with the Vietnamese operating committee members and presented a shortlist of Japanese universities. Table 16 lists the universities and final candidate numbers agreed upon at this meeting.

The Vietnamese government has made a request to the Japanese government for additional support for developing administration officials. In response to this request, Japan has increased the number of accepting fellows per year from 30 to 60.

Table 16 Accepting Universities of the JDS Project in Viet Nam

Sub program	Components	University	Graduate school (GS)	Slot
1. Promotion of Economic Growth and Strengthening of International Competitiveness	1-1 Strengthening of Market Economy System	Hitotsubashi University	School of International and Public Policy	3
		International University of Japan	GS of International Management	3
		Kobe University	GS of International Cooperation Studies	2
		International Christian University	GS of Arts and Sciences	2
	1-2 Improving of Economic Infrastructure and Traffic Accessibility (Transportation)	Hiroshima University	GS for International Development and Cooperation	2
		Nagaoka University of Technology	GS of Civil and Environmental Engineering	3
		Saitama University	GS for International Development and Cooperation	2
	1-3 Improving of Economic Infrastructure and Traffic Accessibility (Energy)	Hiroshima University	GS for International Development and Cooperation	3
2. Response to Fragility	2-1 Agriculture and Rural Development	Kyushu University	GS of Bioresource and Bioenvironmental Sciences	4
		Tokyo University of Agriculture and Technology	GS of Agriculture	2
		Tohoku University	GS of Agricultural Science	2
	2-2 Responding to the Threats of Climate Change, Disaster, Environmental Destruction	Hiroshima University	GS for International Development and Cooperation	2
		University of Tsukuba	GS of Life and Environmental Sciences	4
		Kyoto University	GS of Global Environmental Studies	2
3. Strengthening of Governance	3-1 Strengthening of the Legal System	Nagoya University	GS of Law	3
		Kyushu University	GS of Law	4
		Tohoku University	GS of Law	2
	3-2 Strengthening of the Administrative Capacity	Meiji University	GS of Governance Studies	4
		Rikkyo University	GS of Business	3
		International University of Japan	GS of International Relations	3
		Ritsumeikan Asia Pacific University	GS of Asia Pacific Studies	3
		International Christian University	GS of Arts and Sciences	2

(4) Establishment of JDS Doctoral Degree Program

The survey team explained the plan to introduce PhD programmes in 2017 based on the needs from target organizations and the relation to career development. This plan was welcomed by the Vietnamese Operating Committee members with a high expectation. It was agreed that those who can receive the programmes should be, in principle, limited to JDS returned fellows in order to utilize the limit on the number of students to be accepted (up to 3 students).

According to the questionnaire survey targeted at major target organizations, 17 of 18 ministries and agencies which responded to the question of whether a PhD is necessary to build career paths or not answered "necessary" or "not necessary but recommended." This result indicates that a PhD is in demand as a whole. In particular, the Ministry of Transport, the Ministry of Justice, Ho Chi Minh Academy of Politics, the Government Inspectorate of Viet Nam, the Danang People's Committee and the Lam Dong Provincial Peoples' Committee responded that PhD programmes are important for developing their staff.

Regarding a question about the most important factors for promotion, all ministries and agencies, excluding some organizations mainly serving as research bodies, responded that work performance is the most important. Based on these results, educational qualifications are considered to be just part of factors of assessment.

During on-site interviews, many said that they wish for short-term training programs rather than PhD programmes, mainly because of the difficulty for them to send their staff to study abroad for a long time and decreased opportunity of training due to budget cut. Other possible factors behind their request would be their personnel system where no staff is supplemented for officials on studying abroad and their duties have to be shared among remaining officials until their returning home as well as increased work volume due to personnel reduction⁵³.

In the questionnaire targeted at returned fellows and current students, 76 of 158 public servants, accounting for approximately 48%, responded that they would apply for PhD programmes if JDS establishes them. Combined with 36 public servants who answered "probably apply for them", approximately 70% of respondents will consider the application. In light of this result, it should be important to establish selection procedures with a possible deluge of applications into account..

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

(1) Operation Committee members

In view of the roles of the Operating Committee specified in the JDS (new system) Operating Guidelines, the Committee will be composed as follows: It was confirmed that the Viet Nam

⁵³ The Australia Awards Vietnam has changed its policy to focus more on short-term training programs for senior public servants who have difficulty leaving their jobs for a long period of time. This was referred to as one example of other donors by ministries and agencies the survey team visited.

International Education Department of the Ministry of Education and Training would continue to serve as the chairman, while the International Cooperation Department and the Department of Finance and Planning of the said ministry and the Ministry of Planning and Investment would continue to participate as Vietnamese members. JICA Viet Nam Office will continue to participate as a Japanese member, and the participation of the Japanese Embassy in Viet Nam is under consideration. As of June 2017, the Viet Nam International Education Department will have been merged with the International Cooperation Department as part of a reorganization of the Ministry of Education and Training, so the chairman of the Operating Committee will be newly appointed after the reorganization.

(2) Role of Operating Committee

Table 17 shows the functions and roles of the Committee defined under the JDS Operating Guidelines. In view of the fact that the JDS project is an investment for development, rather than just a scholarship project, we talked to the members about the importance of the roles of the Ministry of Education and Training in the Operating Committee and asked for their cooperation in order to encourage the Vietnamese government to strategically utilize the JDS project.

Table 17 Role of Operating Committee

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

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

Based on the general framework agreed upon during the field survey in February 2017, we formulated basic proposals in each of the JDS priority areas and explained to the Operating Committee from consultants. Each basic proposal outlines the objectives and evaluation

indicators and also describes the role of JDS in the context of development policy in Viet Nam in each of the JDS priority areas.

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

Eligibility requirements to apply for JDS Doctor's course were established as shown in Table 18. The eligibility requirements in terms of career were revised because the quota was increased to 60 and a larger number of persons are expected to apply for JDS Doctor's course accordingly. Regarding mass organizations that have a complicated structure, it was confirmed that the JDS project would accept applications from officials of the following five organizations and their umbrella organization: the Viet Nam Fatherland Front, the Viet Nam Farmers' Union, the Viet Nam Women's Union, the Ho Chi Minh Communist Youth Union and the Viet Nam War Veterans' Union⁵⁴. It was decided that the JDS project would not accept applications from fixed-term officials appointed as members of projects operated by foreign governments or donors.

Table 18 Applicant Eligibility of the JDS Project in Viet Nam

Item	Eligibility
Nationality	Citizens of Viet Nam
Age	Between 24 and 39 as of April 1 in the year of dispatch
Academic Background	Possess a Bachelor Degree
Job Category	Government employees (including Communist organizations, Socio-Political organization, and state owned enterprises which are funded 100% by government)
Work Experience	Has at least 2 years of work experience in the government sector.
English Proficiency	Has proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61, ITP 500, or IELTS 5.5
Others	Those who are currently awarded or scheduled to receive another scholarship, and those who have already obtained a master's or higher degree overseas under the support of foreign scholarship are ineligible.
	Must well understand the objective of JDS Project, and should have a strong willingness to work for the development of Viet Nam and contribute to the friendly relations between Viet Nam and Japan after their return.
	Must not be serving in the military
	Must be in good health, both mentally and physically.

⁵⁴ It is likely that officials of the Vietnam War Veterans' Union are over the age limit, so officials of only the other four organizations can actually apply for JDS fellowships.

Eligibility for application to a doctoral course obtained consensus from Operating Committee as shown in table 19. It will be determined officially at the first meeting of the Operating Committee in 2017.

Table 19 Considerations regarding accepting into the Doctoral degree program

Item	Details
Age	Under and 45 years old (as of 1 st of April on arrival)
Academic Background	Applicants must be returned JDS fellows who have obtained a Master's degree
Job Category	Government employees
Work Experience	Applicants must have returned to Viet Nam after finishing the Doctor's program and have worked for more than 3 years in the previous workplace. 2 years reinstatement period of the Master's program can be carried over after obtaining Doctor's degree. Therefore, it is possible to go for the Doctor's program directly after completing the Master's program.
English Proficiency	TOEFL iBT 61 (ITP 500) / IELTS 5.5 (Must submit valid score at the time of application)
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

If the age limit were set to 40, about fifty returned fellows who have built their career and will be over the age limit as of 2018 would be deemed ineligible. Therefore, it was decided to consider setting the age limit to 45 to accept applications from a larger number of returned fellows from which talented candidates can be selected.

Regarding academic qualifications, some major target organizations expressed the opinion that PhD programmes should be widely targeted at candidates who desire to study abroad to get a PhD, not just JDS returned fellows. However, in view of the intent of the establishment of PhD programmes and the fact that there are already more than 400 returned fellows in Viet Nam, we came to the conclusion that it would be appropriate to accept applications from only JDS returned fellows.

Regarding the obligation to return to work, it was pointed out that, if fellows were obliged to engage in their previous work for a certain period of time after completing a master's program, they would be prevented from continuing their study and would have difficulty getting an opportunity to study abroad again. It was also pointed out that there may be cases where organizations recommend fellows to go on to a PhD programme directly after completing a master's program. In view of these opinions, the Operating Committee decided to allow fellows who have completed a master's program to postpone their obligation of two-year engagement in their previous work until they complete a PhD programme with the approval of their employers. This will allow fellows to go on to a PhD programme directly after completing a master's program and offer them a wider range of choices.

In addition, it is considered appropriate to require each applicant to obtain informal consent of the university of his/her choice by submitting a recommendation letter written by a teacher who is likely to instruct the applicant after entering the university. However, previous cases in other countries have shown that it is at the discretion of each university to decide whether or not to give informal consent based on a recommendation letter. Thus it is important to check details in advance, including whether or not a university accepts the JDS screening process and what qualifications are needed for entering the university.

2-2. Four-Year Project Scale Design

The maximum number of JDS fellows in each sub-program/component was decided in the field survey as shown in Appendix 5. From FY 2018 onwards, the JDS Project will provide 60 fellows per year for the next four batches from Viet Nam with an opportunity to study at a Master's program in a partner Japanese graduate school.

The maximum number of JDS fellows per Sub-Program/Component is set for each fiscal year. However, it was confirmed that, if the prescribed number is not achieved and there is a vacant slot for certain Component or a host university through recruitment and selection, another university or Component would accept an alternative candidate for the vacant slot to fulfill the maximum number of 30 per year.

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

2-3. Obligations of Recipient Country

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

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

After the JDS fellows return to Viet Nam, taking into consideration that main objectives of the JDS project include contribution of the JDS returned fellows to solving development issues of the country as well as the development of the human network, the government of Viet Nam shall hold a Reporting Session in order to acknowledge their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange and

cooperation with Japan. The Operating Committee takes necessary measures to facilitate the outcomes of the project, particularly it is essential from them to make efforts to let JDS fellows return to their previous office or have a position in a key government organization where they can utilize their experience in Japan.

2-4. JDS Project Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS project from FY 2017 onwards as the result of the Preparatory Survey, the project will presumably be implemented for the next four batches according to the schedule shown in Figure 8 below. More specifically, following the conclusion of the Exchange of Notes (E/N) and Grant Agreement (G/A) every year, JICA will recommend a consultant entrusted to conduct said Preparatory Survey as the “Agent” to the Socialist Republic of Viet Nam. The Agent will conclude a contract with the Socialist Republic of Viet Nam to implement JDS project on behalf of the government.

From this Preparatory Survey, JDS project become four-year scale, though it has been three-year scale under the 1st and 2nd phase. In 2017, there will be two projects, which is for 1st batch under the new framework (for phase III) and for 4th batch under current phase, as the transition period. Official confirmation of number of slots is done by Ministry of Foreign Affairs of Japan after the Cabinet approval, then agreed by the E/N between the Japanese and Vietnamese governments.

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

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

Figure 8 Implementation Process

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

2-5. Recruitment and Selection Methods

2-5-1. Recruitment methods

(1) Recruitment tools / materials

A web site, brochures, posters and leaflets for recruitment for the JDS project will be created as recruitment tools. These tools will place emphasis on special programs and enrichment programs (such as intermediate training, training at Japanese ministries and agencies, and networking parties with government officials) in which JDS fellows can participate during their stay in Japan, as features that differentiate the JDS project from scholarships awarded by other donors. The numbers of copies printed, design and other details of recruitment tools will be separately determined at the first Operating Committee meeting.

(2) Recruitment methods

To attract many talented candidates, it is important to provide information to as many potential applicants as possible immediately after the start of recruitment. For this purpose, various information channels can be used as effective means. We can provide information, for example, by sending recruitment tools to major target organizations and local administrative organs, holding the general (large-scale) recruitment briefings and the recruitment briefings at ministries and agencies, visiting major target organizations to ask for their cooperation for recruitment activities, communicating information via JICA experts and returned fellows, and utilizing the JDS web site and social network services.

Another effective means of recruitment is to cooperate with teachers at host universities and with universities that have offices in Hanoi, such as Nagoya University, International University of Japan and Kyushu University, to provide applicants with more specific information about the universities. To acquire talented candidates in Viet Nam where there are many opportunities to get scholarships from various countries, it is considered necessary to cooperate with relevant organizations in Japan, such as the Japan Student Services Organization (JASSO) and the Japan Foundation, to provide information on good points of Japan and attractions of studying in Japan.

Table 20 Schedule of recruitment briefing sessions

	Date	Venue
General recruitment briefing sessions	Early August	Viet Nam-Japan Cooperation Center (VJCC)
	Mid-August	Provincial City1: Ho Chi Minh City
		Provincial City 2: Nghe An, Can Tho, etc.
	Late August	Provincial City 3 : Da Nang
		Provincial City 4 : Da Lat, Hue, etc.
	Early September	Viet Nam-Japan Cooperation Center (VJCC)
Recruitment briefing sessions at ministries and agencies	Early August to Early September	Main target organizations (around 10 organizations)
Target organizations visit	Early August to Early September	Main target organization other than above (around 30 organizations)

In this phase, the Central Committee of the Communist Party of Viet Nam will start their own recruitment of administration officials who are executive candidates. The Monitoring Office of Program 165, which takes charge of practical business, will receive applications and submit them to implementing agencies. The Monitoring Office of Program 165 will provide potential applicants with English training. At the training sites, implementing agencies will hold recruitment briefings and provide the potential applicants with information necessary for making preparations for the application.

2-5-2. Selection policy

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

In association with the doubling of the quota, the Viet Nam International Education Department of the Ministry of Education and Training proposed to review the method of comprehensive evaluation interviews held by the Operating Committee in order to improve the efficiency and effectiveness of the interviews. We are discussing a possible method in which the Viet Nam International Education Department will appoint representatives of returned fellows as interviewers. However, situations may change in association with the reorganization of the Ministry of Education and Training, so how to hold the interviews will be finalized before the first Operating Committee meeting. How to review submitted materials will also be determined for paper screening which will be conducted in addition to the interviews when the number of applicants for a PhD programme is equal to or larger than triple of the quota (specifically, nine or more persons apply for a PhD program).

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

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

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

2-6-1. Contents of Orientation

Before and after JDS fellows visit to Japan, we will provide orientations to inform them of the intent and purpose of this project, the roles they are expected to play and possibilities of linkages with other projects for the purpose of raising their sense of participation and their motivation. In addition, we will introduce leadership training to generate their awareness as leaders through active group work and give them opportunities to learn skills and knowledge necessary for them as leaders.

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

JDS fellows are provided with around 15-hour Japanese language course before departure and the 50-hour Japanese language course after arrival to promote the fellows to understand the culture, living practices and social manners of Japan through experience-based learning as well as to learn the conversation ability necessary in Japan and teach them of the know-how of communication useful in the actual life.

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

2-6-2. Lectures on fundamental knowledge

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

2-6-3. Contents of Special Program

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

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

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

Special programs were introduced when the new system was introduced to JDS in 2009, and simplification of office procedures has been a long-standing issue. The planning procedure required each host university to create implementation plans for individual beneficiary countries, but has been simplified to require it to create just a single comprehensive implementation plan. Meanwhile, the paying procedure requires submission of vouchers for each actual expense incurred and there are needs for reducing administration costs. Under the JDS project, which is a grant aid, implementing agencies conclude contracts with host universities. In long-term training programs that are implemented as technical support, JICA's domestic offices conclude contracts with universities. There are differences in division of roles and judgment criteria of relevant organizations, so universities have to check with whom they can consult about each fellow and what rules apply to him/her.

A questionnaire survey of fellows and returned fellows indicated that more than half (100 out of 196 respondents) consider field trips as the most useful program. Hearings from returned fellows also indicated that most of them consider field trips as the most memorable experience in their studies in Japan. Field trips are practical learning activities specially planned for fellows by each university. As such field trips meet the intent of special programs and should continue to be actively implemented by universities. Attendance at international conferences are also highly evaluated by fellows as a useful content of special programs. Though the use of the budget for special programs is left to the discretion of each university, it is considered important to allow universities to share these opinions of participants and examples of best practice at each university and encourage universities to plan and implement effective programs that increase the added value of the JDS project.

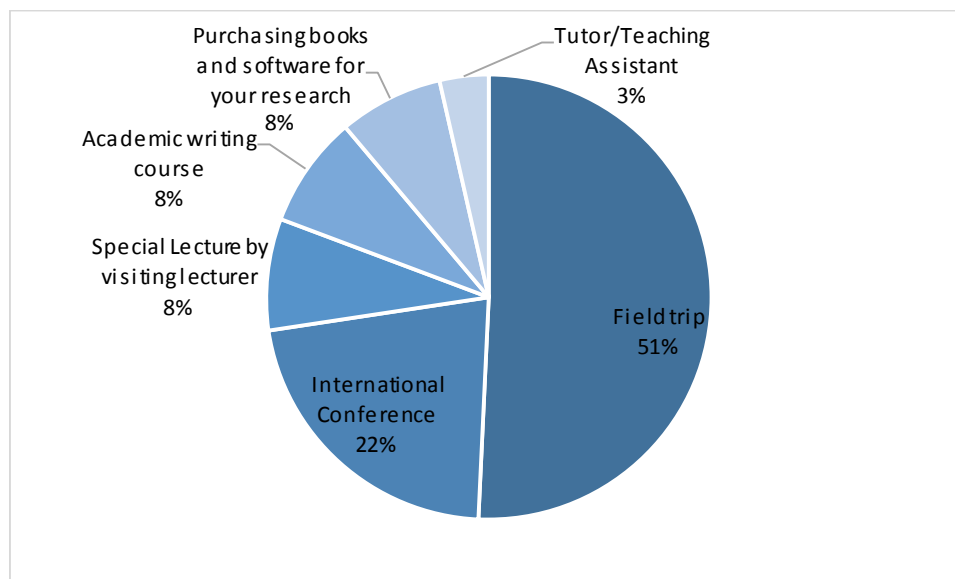


Figure 9 Most valuable/useful program in the JDS special program

2-6-4. Enrichment Programs

When we asked fellows and returned fellows the question, "What kind of enrichment program do you prefer as an activity during your stay in Japan?", the most common answer was internships at ministries and agencies in Japan. (Multiple answers were allowed and 114 out of 196 respondents chose internships.) Many respondents chose networking parties with Japanese government officials as well. Based on these results, it can be said that fellows have high expectations for building a network with Japanese administration officials during their stay in Japan. As mentioned above, DAAD implements programs that provide scholarship students with opportunities to voluntarily and comprehensively plan, operate and hold assembly workshops, each of which having a single theme (for example, environment), within a certain budget and according to established rules. Such programs can be useful references as effective activities for participants to develop themselves.

After the JDS project started various new programs, such as training at the National Personnel Authority, internships and intermediate training, the JDS project has been increasingly differentiated from scholarships from other countries and developing an advantage over them. Nevertheless, it is considered necessary to maintain and expand programs to allow as many fellows as possible to participate, and this will lead to building the JDS brand.

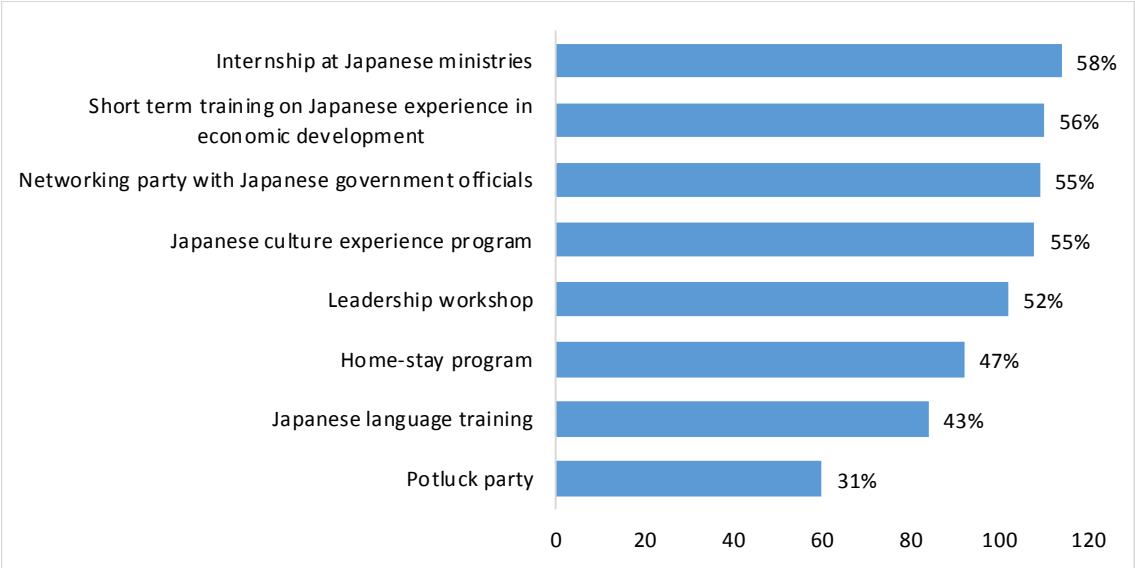


Figure 10 Preferred enrichment program during studying in Japan (Multiple Answer)

2-7. Follow-up

The follow-up activities after the fellows' return home are equivalently important to providing opportunities for study abroad from the perspective of enhancing the results of JDS objectives; namely, enhancing ties between the two nations and fostering leaders with policy formation ability that contributes to the resolution of development problems. The number of JDS fellows from Viet Nam totals 514, including fellows for 2017, and 240 more fellows are scheduled to be sent during this phase, which increases demand for follow-up and effect. Enhancement of follow-up activities is expected to upgrade capacity and enhance career prospects for returned fellows. It will also serve as an incentive for potential applicants to the project and increase their number, which would ensure the participation of outstanding candidates.

2-7-1. Current Follow-up activities

Since the reunion held in 2013, follow-up for Viet Nam other than the status confirmation to update database once per year has not taken place. Presently, various follow-up activities are beginning to be instituted, as shown in Table 21.

Though it was immediately before the long lunar New Year vacation, nearly 100 returned fellows participated in the JDS returned fellow reception held jointly by JICA Viet Nam Office and JICE in January 2017, which, once again suggested the high demands for the follow-up program. Returned fellows who attended the lecture provided by the JICA Viet Nam Office at Ho Chi Minh National Academy commented that they were able to learn about development issues faced by Viet Nam from an outside perspective (Japan). Returned fellows who attended the lecture given by the President of Viet Nam-Japan University stated that it was an opportunity to form cooperative relationships with places of employment. In this way, forming a system for returned fellows to participate in the existing programs proved to be a highly practical and effective follow-up activity.

Table 21 Example of follow-up activities currently planned and executed

Activities	Content
JDS returned fellow reception	Held jointly by the JICA Viet Nam Office and JICE in January 2017. One hundred twenty-six members, including 98 JDS returned fellows from 1 to 14 batches participated in the reception. An Alumni Executive Committee was established by ten members.
Regular meetings of the Alumni Working Group	Since the reception notes above, the working group meeting is being held every month. The committee is currently discussing plans for a workshop with JICA experts, which will be the first event.
Workshop with JICA experts	Scheduled to hold a workshop in Hanoi in July under the theme of "Food Safety" with JICA experts, returned fellow experts, and farmers.
Participation in the lecture at Ho Chi Minh National Academy of Politics	Established two audit student slots in the Japan Class, and participate in a lecture given at Ho Chi Minh National Academy for leaders of the Communist Party, executed by JICA Viet Nam Office since 2015. Total participants are 14.
Essay booklet	Essay booklet titled "Unforgettable experience with JDS" was issued in March 2015 as part of follow-up activities for 12 th batch JDS returned fellows (2012-2014)
Participation in the Returned Fellow Reporting Session	Inviting returned fellows, experience of returning to work and career formation after returning home is shared.
Participation in the explanatory session	Returned fellows are invited to JDS recruiting and information sessions held for the general public and in government agencies to share their experience and to provide information about preparing for the JDS project.
JDS Newsletters	JDS newsletters are delivered via e-mail 3 to 4 times per year by a proxy agency. The newsletter provides information about JDS events and workshops.
Fellow-up activities at each university	The Faculty of Agriculture of Kyushu University, Graduate School of Meiji University, and International University of Japan makes use of the special program to offer seminars in Hanoi. Hitotsubashi University makes use of the World Bank TV conference system and holds alumni seminars once a year linking various nations.
Database update	The execution agency confirms the information of returned fellows once per year via e-mail, telephone and other means



Alumni reunion in Hanoi (January 2017)

Although opportunities for follow-up for returned fellows are increasing, generally speaking, opportunities for career-up activities remain limited. With the exception of fellows from the same batch or same university, ties between returned fellows are weak, and the organization of a returned fellow network has become an issue. Furthermore, the existence of JDS returned fellows as human resources is little known by the Japan side; and it is important to enhance public relation activities.

2-7-2. Follow-up plan of the current phase

In view of the current status, there is a need to focus on career support and to improve the name value of returned fellows through public relations as follow-up plans to enhance JDS project results. One method for career support is to actively provide opportunities for returned fellows to participate in the existing JDS programs, activities such as recruitment briefings, professional interviews and opinion exchange sessions, send-off parties before departure and reporting session after the return home. Furthermore, currently planned workshops, and establishment of projects with a low budget of 500,000 yen through a call for plans from returned fellows to be screened and executed as a new projects would provide an incentive and encourage returned fellows to actively participate in projects.

Table 22 Follow up plan

Goals of follow-up: To enhance JDS project results	
Method	Execution plan
Career support of returned fellows	Provision of small funds
	Holding JDS workshops
	Participation in current JICA projects and workshops
	Improve the presence of returned fellows through participation in the recruitment session in public agencies
	Structure and maintain ties with universities in Japan through professional interviews and opinion exchange sessions
	Provide information about available research funds and workshop programs
Publicizing returned fellow network	Introduction of returned fellows and current fellows in Japan via SNS and website
	Promotion through TV, newspaper, and website for recruitment activities
	Invitation of Japan-side agencies to JDS events
	Updating database and organizing information provision methods
	Seek good examples of active returned fellows through interviews

Questionnaire conducted on returned and current fellows resulted in a response that a short term training course in Japan as follow-up activity arouses interest (155/196 person). Other activities that were reported to be very interesting were networking events with returned fellows, JICA experts and Japanese companies. There are many staff and experts from government and private agencies dispatched and stationed in Viet Nam. Having the existence of returned fellows known through promotional activities is a method to promote human networking that returned fellows desire.

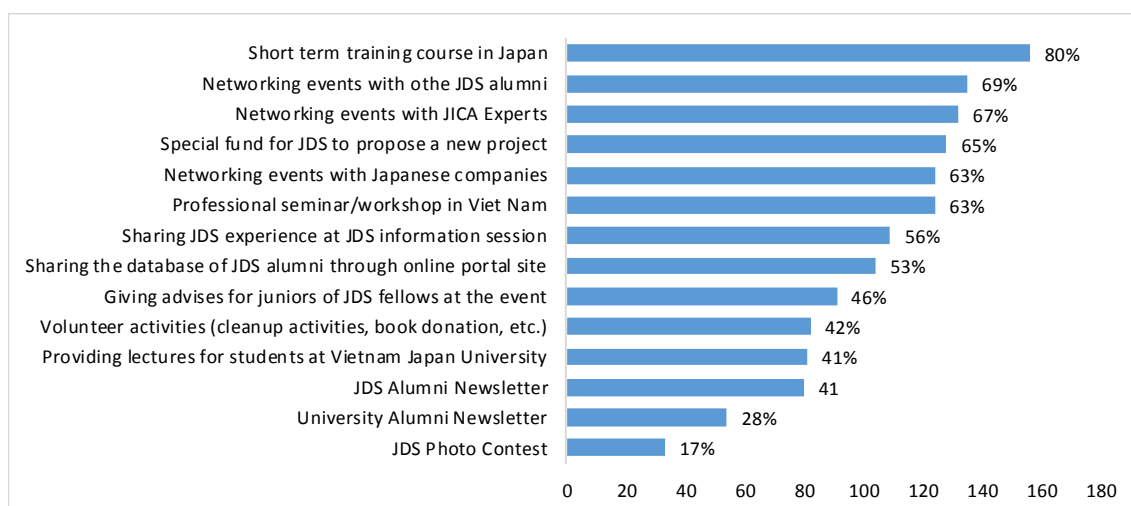


Figure 11 Interested follow up activities (Mutiple answer)

A comprehensive look at networking through human resource development of former government-funded international students, JICA researchers, the Japan Foundation's diplomat and government employees for Japanese training, as well as JDS, as follow-up policy, and promotion of mutual cooperation and exchange are expected to lead to significant results. In regard to development issues, including environment and trade, that require efforts surpassing national borders, follow-ups should be considered from local perspectives, such as Mekong and ASEAN.

Chapter 3. Evaluation of the JDS Project and Recommendation

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

In light of the Viet Nam development plan and status and issues of relevant sectors, the consistency of the JDS project and the Viet Nam development plan was analysed as described below.

3-1-1. Conformity with Priority Development Issues in Viet Nam

The Vietnamese government came up with a 2011-2020 socio-economic development strategy at the 11th National Congress of the Communist Party in 2011 and identified industrialization as the goal for 2020. The government established "three strategic breakthroughs" for the achievement of the goal: (1) establishment of a socialist market economy system, (2) formation of human resources, and (3) infrastructure construction. Below is the positioning of the next phase area of focused aid for the JDS project in Viet Nam in the development strategy, and it shows that the project is formulated to support the resolution of development issues in Viet Nam.

(1) Promotion of Economic Growth and Strengthening of International Competitiveness

Enhancement of the growth and competitiveness of Viet Nam, including the stability of macroeconomics, the strengthening of industrial competitiveness and infrastructure building, are important issues for the realization of the socioeconomic development strategy goal, namely industrialization. At the 12th National Congress of the Communist Party in 2016, a policy to promote renewable energy development was noted, adding the perspective of sustainable development. Therefore, "Promotion of Economic Growth and Strengthening of International Competitiveness" which is one of the important areas of the JDS project, is positioned as assistance for the resolution of these issues.

(2) Response to Fragility

Socio-economic development strategy 2011-2020 includes improvement of environment quality and response to climate change in the direction of development, and the economic and social report submitted at the 12th National Congress of the Communist Party in 2016 stated that in the past five years, resource management, environment protection and dealing with climate change were strengthened, yet the result was limited. Similarly, the government is aware of unestablished social security and disparity of growth in regional areas. Therefore, "Response to Fragility" which is one of the important areas of the JDS project, is positioned as assistance for the resolution of these issues.

(3) Strengthening of Governance

For the establishment of market economy system in the three strategic breakthroughs, it stated the formation of an equally competitive environment and administrative reform as being particularly important. Establishment of a legal system that promotes such fair and transparent competition continues to be an important issue. Therefore, "Strengthening of Governance" which is one of the important field of the JDS project, is positioned as assistance for the resolution of these issues.

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

Japan's Project Deployment Plan for Viet Nam dated April 2016 has identified "support for the formation of a country with balanced economic and social development" as a major objective for assistance to Vietnamese government's mid- and long-term strategy⁵⁵.

Important area of assistance that had been established are "Promotion of Economic Growth and Strengthening of International Competitiveness" "Response to Fragility" and "Strengthening of Governance" and development issues as well as cooperative programs are formulated for each of these important area. JDS development issues, possible research themes and major agencies corresponds to the issues are listed below, and they are positioned as programs to develop core human resources of the control authorities that are responsible for each field. This corresponds to the cooperation policy of Japan and JICA.

⁵⁵ 2012 is the newest aid policy for each nation. Refer to the Project Deployment Plan corresponding to the current directionality of Viet Nam.

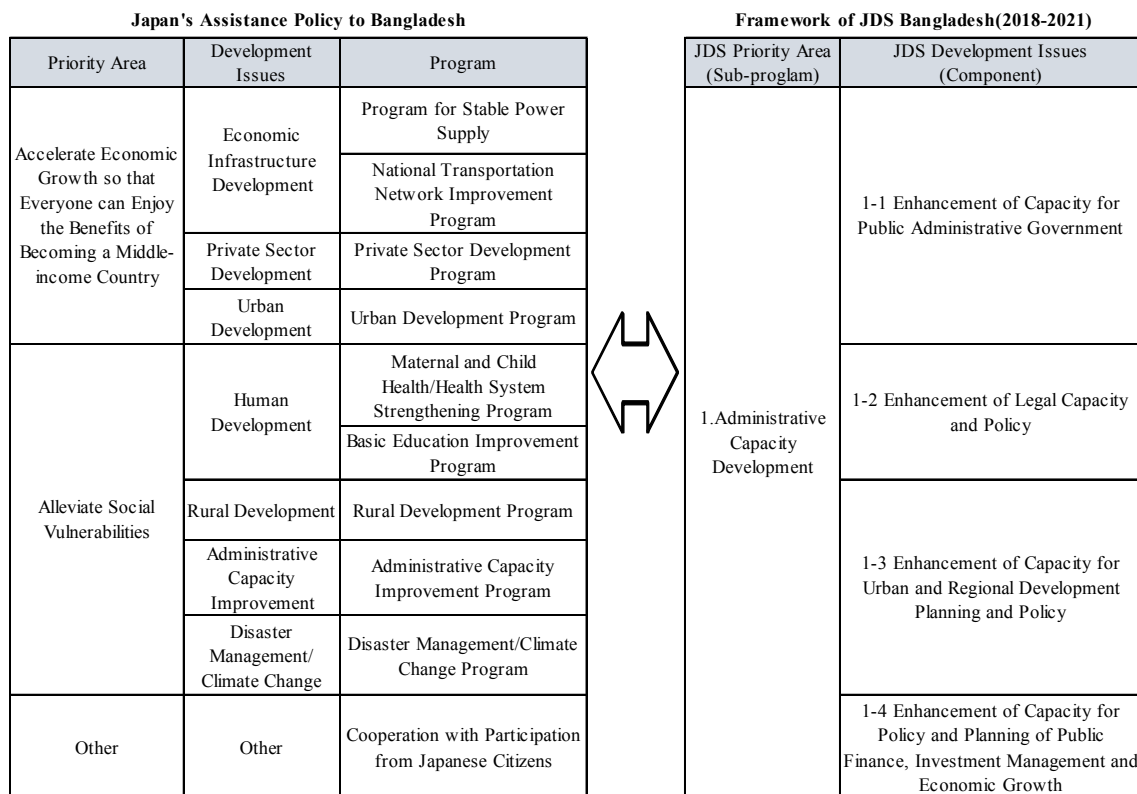


Figure 12 Relevance between Japan's Aid Policy to Viet Nam and JDS Framework

3-2. Expected Effect of JDS Project

3-2-1. Expected Effect of JDS Project

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

The appropriateness of implementing the JDS in Viet Nam 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 Vietnamese government and Target Organizations dispatching JDS fellows to provide support during their study and, in addition, for the accepting universities to offer a curriculum that make even greater contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the project purpose, which is measured by the first indicator, will continue to be promoted.

The following indicators are used to measure the achievement of the project objective:

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

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

In addition to regular classes at a graduate school in Japan, enrichment programs including special programs as well as leadership training provided by JDS will lead to the improvement of abilities to formulate policies and abilities to operate and manage projects. In order to utilize the achievements of studying in Japan, it is important to allocate JDS returned fellows properly as well as to provide continuous support and appropriate follow-up cooperation. In order to reinforce friendly ties between the two countries, it is essential for the foreign students to like Japan while they study there, and the pro-Japan programs which are currently planned as well as Japanese language courses will contribute to these. Ensuring follow-up is also required especially for the utilization of returned fellows.

In order to evaluate the effectiveness of the JDS project, it is important to seek as many favorable cases as possible on how the fellowship experience in Japan is utilized in professional career development after returning home through a mid- to long-term study. In the human resources development projects, whose results are difficult to quantitatively evaluate, information on returned fellows would be an important index for the evaluation of the project. Specific cases of returned fellows are focused on qualitative information about their career path, relationship with Japan, contribution to the socioeconomic development of Viet Nam and being a bridge between the two nations. Moreover, active communication among returned fellows to both Japan and Viet Nam would heighten the value of the project and link to the creation of new type of cooperation. Please refer to Annex 8 for the interview survey conducted at this time.

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

When considering the comparative advantages of the JDS, its features are more evident when analyzing its advantages from two perspectives, its advantage as a scholarship project and the advantage of Japan being a fellowship nation. The chart below considers the circumstances of Viet Nam through positive and negative aspects of elements and factors of the JDS project that affects the result as analyzed in the JDS basic research.

Table 23 Comparative advantage of the Vietnamese JDS project

	Positive aspect	Negative aspect
Scholarship	<ul style="list-style-type: none"> - Sufficient scholarship and allowance - Substantial enrichment program including orientation, special program and interim training - Support of executing agent - High commitment by universities - Interaction with administrative officials of other nations at universities - Large capacity (60 persons) - PhD course specific to returned fellows 	<ul style="list-style-type: none"> - Alumni association is not established - Long selection process - Study fields and host universities are restricted - Strict regulations during study abroad - Not possible to apply through the website - Program is not widely well known in Japan
Japan	<ul style="list-style-type: none"> - Enable learning of Japanese thinking - Enable learning about economic development experience - Similarity of nation - Safe - There are many opportunities to have ties with Japanese government and private agencies after returning home 	<ul style="list-style-type: none"> - Not an English-speaking country

(1) Advantage as a scholarship program

The first point to be emphasized is that the JDS is a scholarship that provides all necessary expenses, including allowances and screening expenses (English exam, transportation to the interview, etc.). Moreover, as a scholarship specific to the development of administrative officials, increasing opportunities for enrichment programs, such as interim training, administrative official interactive meetings, National Personnel Authority training, internship and special programs, places this scholarship at an advantage, an advantage not found in scholarships provided by other nations. This advantage will be actively developed, and it should be highlighted in the recruitment activity. With capacity increasing to 60 fellows, this project is one of the larger scale scholarships for administrative officials.

On the other hand, a negative aspect of the JDS that can be improved is the weak alumni organization ties. Recipients of Fulbright scholarships, for example, are able to participate in the alumni network of former recipients active in their various fields after returning home. This, in itself, shows the tremendous value in becoming a “Fulbrighter”. Enriched follow-up activities

after return such as information about alumni, and the right to access to research funds and the thesis database, may be a factor in motivating candidate to apply.

Currently the JDS in Viet Nam, too, is enhancing its alumni organization and fulfilling activities; and this needs to be worked on as important issue. If it becomes possible to actively link with existing networks of short- and mid-term trainees, JICA trainees and government-funded international students, the scale of the network will exceed those of other nation, and will put study in Japan at an advantage.

(2) Advantage of Japan as a destination for study abroad

Viet Nam is one of the most pro-Japan countries, and the advantage for Japan to be the place of overseas study is clear. In particular, fellows are able to learn Japanese thinking and customs, such as promptness, preparedness and diligence, which is a merit for studying in Japan. In interviews conducted with returned fellows, almost all stated that the learning experience through the JDS of the above is a merit. Moreover, Japan and Viet Nam have many similar points, including population scale, geographic structure with land extending north-south, and culture founded on Kanji-based Confucian teaching. Learning Japan's experience with economic development and response to development issues is a merit to studying in Japan, particularly for the administrative officials that the JDS targets.

Negative aspect as place of study abroad is that Japan is not an English-speaking country. The JDS is an all-English program, so language is not an obstacle for research activity; however, as far as living is concerned, English is not commonly used, which puts Japan at a disadvantage compared to English-speaking nations such as Australia, the UK and the USA. Therefore, classes for Japanese language after arrival in Japan and monitoring that enables fellows to receive assistance would be an effective method of reducing anxiety.

3-3. Project Evaluation Indicator Data

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

Result and impact indices for the JDS project in Viet Nam are as shown in Table 24. Degree acquisition rate of Vietnamese JDS fellows has reached 99%. Sixty-one percent of the returned fellows are public servants (94% when limiting to new system).

Table 24 Project evaluation indicator data on JDS Viet Nam (as of April, 2016)

Inaugural year		2001
New systeminaugral year		FY 2010
Annual maximum slot	FY 2001	20
	FY 2002~2005	30
	FY 2006~2009	35
	FY 2010~2016	30
Fellows accepted	Total	484
	Female	237
	Male	247
	Average age	27 years old (upon arrival)
Returned Fellows	Total	425
	Fellows who obtained degree	422
	Fellows who failed degree	3
	Completion rate	99.3%
By category of work place (upon arrival)	Government	267 (55%)
	University	104 (22%)
	Private company	82 (17%)
	Other	31 (6%)
By category of work place (after return to country)	Government	165 (39%)
	University	93 (22%)
	Private company	118 (28%)
	Other (International organization, Doctor's student, etc.)	49 (11%)

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

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

(1) Contents of Survey

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

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

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

(2) Method of Survey

The questionnaire survey to measure “Degree of capacity building of JDS fellows” targeting JDS fellows was undertaken in the following three stages: Upon their arrival in Japan, during their study, and upon their completion of study. At the time of their arrival in Japan and during their

study, preliminary reports on the periodic monitoring of the JDS fellows were received. At the time of the completion of their study and shortly before their return to their home country, questionnaires are to be distributed and collected, instead of preliminary reports on the evaluation meetings that had been convened with the JDS fellows at each Accepting University and in each graduate school.

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

(3) Result of the Survey

Figure 13 presents an analysis of the results of the questionnaires filled out by the JDS returned fellows (JDS fellows who had come to Japan in 2010 to 2013)⁵⁶. All of the fellows' abilities had improved on completion of study from their arrival in Japan. One characteristic of the JDS fellows from Viet Nam is significant improvement in their “Scientific research and analytical skills”.

⁵⁶ The evaluation unit of this questionnaire survey is on a scale of one to ten.

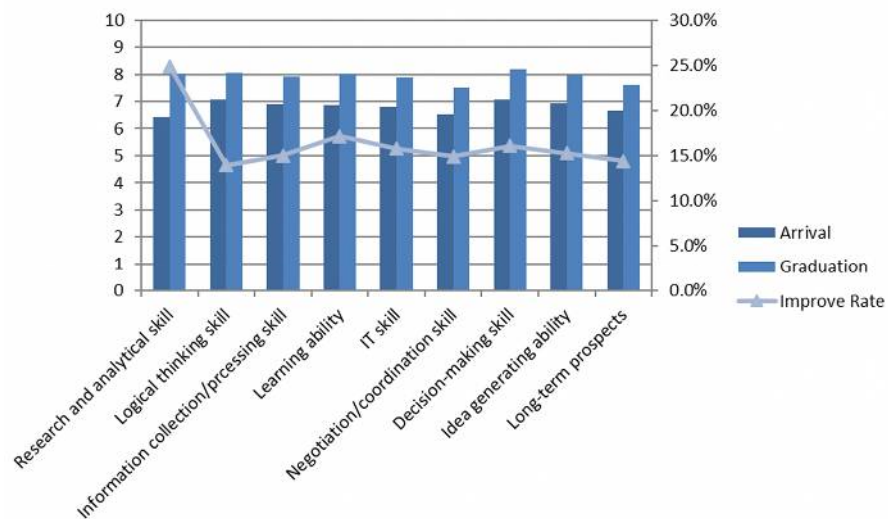


Figure 13 Increased skills and Abilities of the JDS Fellows from Viet Nam during their Study in Japan (between their arrival in Japan and Graduation)

3-4. Evaluation of the past JDS Project

3-4-1. Evaluation by JDS returned fellows

A web questionnaire survey was given to returned fellows from the 1st batch in 2001 to the 14th batch in 2014, to clarify how research results obtained during the JDS study abroad were utilized (or to be utilize), and the relationship with Japan. Responses were received from 147 of a total of 425 returned fellows. Interviews were also conducted with returned fellows active in their fields to see how the JDS experience affected their careers.

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

Of the 1st to 14th batch fellows that returned home by January 2017, 245 persons currently work as civil servants. Of these, 60 (24.5%) holds the position of section chief or higher. As stated previously about the government employee system, 15 years of experience is required for appointment as a Chief Director-level officers or bureau chief; and even when promoted after the minimum number of years, they are at the age 35 and over. There are exceptional cases. Bureau Chief Dong of the Economic Planning Ministry, is the youngest bureau chief ever recorded in Viet Nam at the time of appointment. Currently the majority of JDS returned fellows are aged in their late 30s to early 40s, so promotion of returned fellows is expected as a results hereafter.

Table 25 Example of JDS returned fellows who was promoted (As of February, 2017)

Study Year	Name	University	Current workplace	Current position
2001	Giang Thanh Long	Hitotsubashi University	National Economic University	Associate Professor
2001	Dinh Thi Bich Diep	Hitotsubashi University	State Capital Investment Cooperation	Board Member
2002	Nguyen Nhu Quynh	Hitotsubashi University	Ministry of Finance, Minister's Secretariat	Assistant to Standing Vice Minister
2002	Nguyen Thanh Son	International University of Japan	State Bank of Viet Nam	Assistant to Vice Governor
2003	Chu Trung Dung	Nagoya University	Supreme People's Court	Vice Director General
2003	Ho Thi Phuong Thu	International University of Japan	Hanoi Stock Exchange	Head of the General Office
2004	Tran Duy Dong	Hitotsubashi University	Ministry of Planning and Investment	Director Genral
2005	Vuong Thanh Long	Kobe University	Bank for Investment and Devlopment of Viet Nam	Head of Department

<p>JDS Alumni Interview 1</p> <p>Mr. Tran Duy Dong</p> <p>Ministry of Planning and Investment, Department of Economic Zones Management, Director General</p> <p>4th Batch (2004-2006)</p> <p>Hitotsubashi University, Asian Public Policy Program</p>	
<p>As the Director General of the Department of Economic Zones Management, Ministry of Planning and Investment, I supervise all industrial complexes and economic zones in Viet Nam. Consequently, I have opportunities to work with many Japanese companies, providing support to promote their investment in Viet Nam.</p> <p>I am also a member of the Japan-Viet Nam Joint Initiative Phase 6, where we discuss and implement measures to improve the investment environment in Viet Nam. As such, I belong to a team in charge of housing and wages for workers working in industrial complexes, along with other related government organizations, the Japan Business Association, Embassy of Japan in Viet Nam, JICA and JETRO. In addition, I am currently also working to conclude the MOU related to Japanese companies' investment in Ba Ria Vung Tau Province between JETRO, Ba Ria Vung Tau Province and the Ministry of Planning and Investment, as well as engaged in a project launched by former Prime Ministers of Japan and Viet Nam for the construction of industrial complexes for Japanese companies in Hai Phong and Ba Ria Vung Tau Provinces.</p> <p>I am grateful to JDS for providing not only the scholarship but also the opportunity to acquire extensive knowledge. My leader also highly recognized my experience of studying abroad in Japan. Hitotsubashi University is actively engaged in public relations activities, with its faculty members visiting the Ministry of Planning and Investment's Organizations and Personnel Department every year to advertise university programs. Many staff members working in the Ministry of Planning and Investment have studied abroad in Japan on JDS and other programs. For example, my predecessor, who is currently the Vice Chairman of the Ha Nam Province People's Committee, obtained his Ph.D. from Waseda University on JICA's scholarship program. There is also a member of my department staff who obtained his Ph.D. from Kyushu University. He is scheduled to be assigned to a task related to Japan.</p>	

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

Of the 147 JDS returned fellows who responded to our questionnaire, 123 persons (84%) answered that what they learned in Japan have been either "very helpful" or "helpful." Also, in response to the question whether they have shared their JDS experience with others, 144 (98%) of the 147 returned fellows answered that they did. Similarly, 99% of the respondents answered that they have recommended their colleagues and friends to apply for JDS. These questionnaire results indicate that the experience of learning on JDS has been useful in the respondents' careers and that JDS returned fellows are highly satisfied with their experience in Japan. Furthermore, of the returned fellows who

answered that they have shared their JDS experience with others, the largest number (45%) shared their experience through their daily work operations, followed by those who shared their experience through social media (33%), while 14% shared their experience with members of their organizations through reports and presentations.

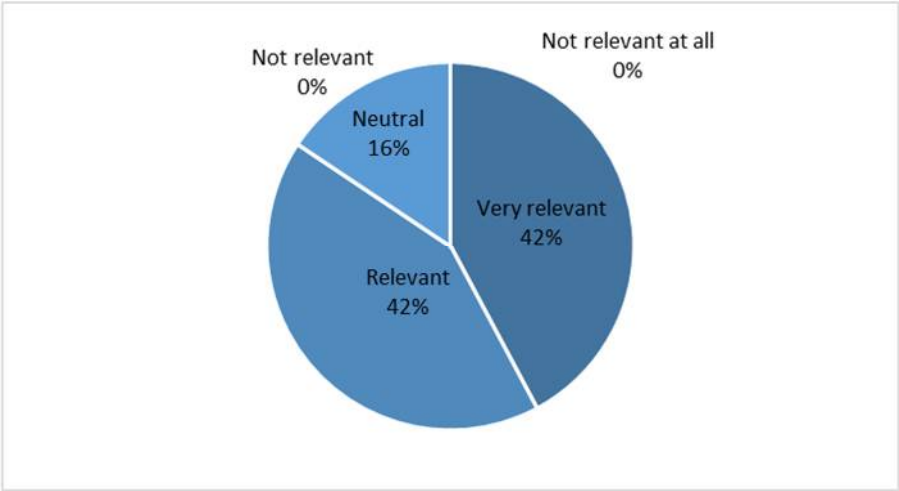



Figure 14 Relevance between the experience of JDS and current work

<p>JDS Alumni Interview 2</p> <p>Mr. Giang Thanh Long</p> <p>National Economics University, Associate Professor</p> <p>Institute of Public Policy and Management, Director</p> <p>1st Batch (2001-2003)</p> <p>Hitotsubashi University, Asian Public Policy Program</p>	
<p>I am currently working with a number of organizations, including the Ministry of Planning and Investment, the Ministry of Health, the Ministry of Finance, the Ministry of Labour Invalids and Social Welfare, as well as UN organizations, to propose policies and to engage in many report and research projects. I am sometimes also consulted by the National Assembly for opinions about specific policies. I took Master's and Ph.D. programs in Japan. I learned basics in the Master's course; actually, however, what I learned in the Ph.D. program has been most useful in my career. In Japan, I studied demographic changes and I am still working in the same field. In other words, what I learned in GRIPS (Ph.D. program) supports my present career. I was also one of the authors of the Report on Viet Nam in 2035⁵⁷. After 30 years of development, Viet Nam will face a variety of problems that will prevent its growth. These problems will be caused by factors related to human resources, policy development, and other circumstances. We need to tackle these problems, with top policy makers playing crucial roles.</p>	

⁵⁷ A report compiled mainly by the World Bank and the Ministry of Planning and Investment, which was published in 2016 to show the outlook for economic and social development in Viet Nam until 2035. This report is believed to have influenced the economic and social reports in the 12th Communist Party Convention and the Fifth-year Plan (from *Vietnam's Second Doi Moi: Results and Outlook of the 12th Communist Party Convention*).

Relations with Japan after completion of JDS

Of the 147 respondents, 60 (41%) have revisited Japan after returning to Viet Nam; approximately one third (21) of the revisitors have visited Japan three times or more. The breakdown of the reasons for revisiting Japan shows that more than one-third of the revisitors visited Japan for business purposes. Revisitors have visited Japan for a variety of reasons. However, including study in Ph.D. programs and short-term training in addition to work, many JDS returned fellows revisit Japan for career-related reasons. Also, interviews have revealed that many JDS returned fellows are contributing to the development of the relationship between Japan and Viet Nam through business, as exemplified by General Manager Long of the Bank for Development and Investment of Viet Nam shown below.

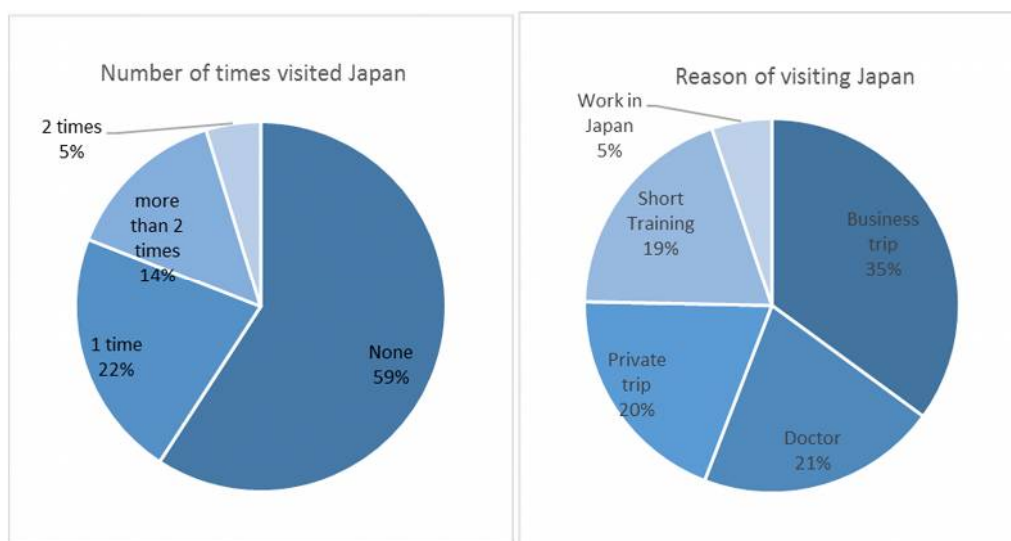


Figure 15 Number of times visited Japan and the reason

JDS Alumni Interview 3

Mr. Vuong Thanh Long

Bank for Investment and Development of Viet Nam

Head of Foreign Direct Investment Banking Department

5th Batch (2005 – 2007)

Kobe University,

Graduate School of International Cooperation Studies



After returning to Viet Nam, I worked in the same department as I had been before studying abroad. However, during the negotiations for the joint business partnership for Japanese regional banks, BIDV and Vietcombank developed under the leadership of the Japan Bank for International Cooperation (JBIC) in 2013, I was recognized for my experience of studying abroad in Japan and was appointed as a member in charge of the negotiations to conclude business partnership agreements with five regional banks in Japan. Subsequently, I was engaged in establishing the Japan Desk, BIDV's first office for foreign countries. After the establishment of the office, I worked as the office manager to supervise services for our partner banks in Japan and their customers. Benefitting from the experience of the Japan Desk, BIDV decided to expand its business to countries other than Japan. The Japan Desk was upgraded to the Direct Investment Department in February 2016. The number of staff members also increased from 10 to 30 and I am currently working as the Direct Investment Department Manager to support transactions with many European, American and Asian countries in addition to Japan. The number of Japanese partner companies also increased from 115 in 2013 to 500 today, more than three times the previous level. We provide a part of the Direct Investment Department floor to Japanese regional banks as their business offices in Hanoi and 12 banks dispatch their personnel from Japan at present. In addition, BIDV also provide partnership banks with information on financial systems and related laws in Viet Nam as well as accompany customers visiting Viet Nam for inspection.

These case studies on JDS returned fellows are limited. However, our questionnaire survey and interviews show that many returned fellows other than these are working in government and private organizations, universities and international institutions to solve development issues in Viet Nam and to organize bilateral relationships. It is important for JDS projects to continue to actively provide support in order to promote such activities of returned fellows. See Appendix 8 for other interviews.

3-4-2. Evaluation by the Accepting Universities

A questionnaire survey was conducted with the 8 universities (13 graduate schools) which have accepted JDS fellows from Viet Nam since FY 2013 to 2016; the questionnaire covered the merits and impact of accepting the JDS fellows, issues with regard to their acceptance, and proposals for future, etc. The interview survey was also conducted by visiting universities.

(1) Merit, Effectiveness

Accepting Good Students

Fellows from Viet Nam are generally evaluated highly by Japanese universities. Their basic academic abilities and English proficiency are higher on the average compared to fellows from other countries. We received many comments that they are diligent and hard working in study. We were also told that outstanding fellows from Viet Nam are having good influence on fellows from other countries as well as on Japanese students and are contributing to creating an international study environment. Meanwhile, it was also pointed out by Tsukuba University that many of the fellows from Viet Nam come from institutions specializing in research and that it is necessary to increase the number of applicants from administrative organizations in order to develop policy leaders. Actually, environmental and agricultural components are characterized by a greater number of researchers compared to other components. Considering the balance between different organizational affiliations of fellows from Viet Nam, there is a need to continue to actively recommend recruitment from central government agencies.

Internationalization of Graduate School

Aside from effects specific to JDS fellows from Viet Nam, it was confirmed that the start and continuation of acceptance of JDS fellows is contributing to internationalizing universities and graduate courses, as exemplified by English programs in universities, an increase in the number of non-Japanese faculty members (Tsukuba University), diversification of research fellows (Nagoya University Graduate School of Environmental Studies) and new courses for JDS (Kyushu University Faculty of Law).

Building the Relationship with Viet Nam

There are also cases where networks formed through JDS have provided a basis for collaboration with other projects as well as for exchange between universities. Hitotsubashi University provides technological support to the State Bank of Viet Nam through a JICA project, which is reported to be producing synergistic effects. Nagoya University Faculty of Law has also been engaged in supporting the development of laws in Viet Nam. Accepting fellows from administrative and educational institutions related to law enforcement has helped the university to further expand and enhance its networks. In addition, it was also pointed out that accepting JDS fellows promotes exchange and joint research with universities in Viet Nam (Kyushu University Faculty of Agriculture).

(2) Issues and challenges on accepting JDS fellows

Establishing Doctoral Degree Program

There has been an increasing demand from universities for introducing Ph.D. programs for fellows from Viet Nam and we have received favorable comments about starting Ph.D. programs this fiscal year. At the same time, we also received comments about the need to improve the course system and the teaching method. In the current Ph.D. programs for JDS, the acceptance period is 3 years and fellows are recommended to return to their country to conduct research in their third year. However, we received comments from many universities that it is difficult to complete the course in 3 years. More than one university also commented that it was difficult for fellows to return to their own country to complete the course in the third year. These comments lead us to believe that the new system, when introduced, would require flexible management.

There was also a request that since there are currently no Ph.D. programs in English for admission in the spring, it is difficult to accept fellows in the current system and that admission need to be made available in the fall. We also received comments that it is difficult for fellows who have returned to his country to go back to research several years after completing Master's courses and that JSD is less competitive in this respect compared to scholarships from other countries. Admission in the fall would require a change to a 5-year government bond, which would raise system issues. However, with respect to admission from Master's courses, the Operating Committee members acknowledged, based on the results of the current survey, that the obligation of returning to previous work after a Master's course (2 years) may be fulfilled after completing a Ph.D. program, approving of direct admission to a Ph.D. program from a Master's course. There was also a proposal about recommendations for admission from university faculty members, which is required for application for admission, that it is difficult for faculty members to ensure admission as an individual and that it would be better to issue recommendations by the faculty as a whole.

Simplification of Special Program Procedure

The special program is highly recognized by many universities for its importance as a system that provides JDS fellows with opportunities for special learning, including field trips and international seminars. However, many universities also point out that the program involves complex office procedures as well as strict and complex rules. Rules are revised each year, including relaxing the rules about the obligation of academic advisers to accompany fellows in fieldwork for the special program. Nevertheless, there is still a heavy paper work burden on universities. In particular, universities and faculties that accept study abroad programs with special budgets, such as the ABE initiative and PEACE projects, in addition to JDS projects, expect different expenditure management and adjustment methods to be unified.

Review on procedure for deciding accepting university

We received comments that the standards for screening JDS accepting universities in the university requirements survey are not clear. These comments pointed out that in order to advertise JDS to a wide range of universities and promote their participation to increase competitiveness, it is necessary to disclose information, including screening standards, review committee members, assessment methods as well as reasons for selecting or not selecting universities. Some universities proposed the need to re-examine the order of the university requirements survey and the JDS preliminary survey in order to review the content of the university requirements survey based on an outlook for future improvements of the JDS project through the preliminary survey; we also received comments that pointed out the need for external experts. Regarding the participation of external experts in screening fellowship universities, Development-Related Post Graduate Courses for DAAD, a project similar to JDS, may provide useful examples—e.g., meetings are held to select universities for these courses once every 8 to 10 years with members of related government organizations and experts in attendance.

3-5. Recommendations

Issues and recommendations obtained in this survey are as follows.

(1) Enhancing the Project Strategy

Reinforcing the Project strategies in accordance with the relative position and advantages

JDS projects should be tactfully presented to target governments after clarifying the roles expected of scholarship in line with the comprehensive strategies for assisting human resource development in target countries. The environment of the JDS in Viet Nam is changing. Notably, there is an increasing number of similar projects by Japanese or other donors to invite Vietnamese exchange students. Such donors are not limited to Western countries like Australia, the United Kingdom, the United States, France, or Germany. Former communist countries and emerging countries also actively pursue policies to invite international students by recognizing their strategic importance. In keeping pace with such changes, it is important to further review and reinforce project strategies with an accurate understanding of the relative position and comparative advantages of the JDS.

Japanese government's international students projects should be properly differentiated in order to avoid their competition over the same pie. These projects should be offered to the Vietnamese government as an assistance program for human resource development in a one-stop manner. Several international students projects already target Viet Nam. Aside from the JDS, examples include Innovative Asia Project, JICA Long Term Training Program, MEXT Scholarship Research Students Program, and the YLP. These projects respectively have distinct purposes and targets. But they all commonly support foreign students to gain master's or doctoral degrees from Japanese graduate schools. The key for the JDS is to distinguish itself by adding values through its enrichment programs. It is effective for the Japanese government to present a comprehensive assistance package for human resource development to the Vietnamese government and prospective students after articulating these project features.

In addition to degree programs, Vietnamese ministries interviewed in this preliminary survey commonly requested short-term training programs, which would enable them to send more administrative officers. In particular, mid-level or senior officers find it practically impossible to participate in long-term degree programs. According to the interviewed ministries, they cannot gain the necessary allotment for trainings in Japan because the screening is run by the Ministry of Planning and Investment as a liaison for the JICA Knowledge Co-Creation Program that accepts a limited number of participants.

Reinforcement of organizational capacity and administrative reform are impossible without changing the mentality of decision makers, and not just junior staff. A package should be offered for effectively developing human resources with customized menus respectively for junior, mid-level, and senior staff. Accordingly, mid-level and senior staff will be invited to issue-specific

training or country-specific training, whereas the JDS will continue to focus its attention on key junior staff who are on the career track of administrative agencies. The key here is to harness the synergy effect of multiple projects in order to offer solutions to problems via an integrated program. To make this possible, further involvement and partnership are necessary with JICA's overseas offices, regional departments, issue-specific departments, Domestic Strategy and Partnership Department, and domestic offices. The JDS should be strategically positioned as one of the menus for assistance.

In Viet Nam, in order for people to become influential figures involved in addressing development issues and to gain positions to strengthen relationship with Japan, they must be on the promotion ladder as government officials and undergo necessary training in political theory at the Ho Chi Minh National Academy of Politics. In this respect, this preliminary survey was an excellent occasion to forge a partnership with the Central Committee of the Communist Party responsible for personnel affairs of executives of government agencies. The key entry strategy is to work together with the committee to encourage application by brilliant future executives who are expected to play influential roles in addressing development issues.

Long-Term Continuous Implementation for Producing Firm Outcome

JDS projects must be continued for a long period before we can reap the fruits. Among the JDS fellows (Batch 1-14) who returned to Viet Nam by January 2017, 245 serve as public officials and 60 (24.5%) of them are assigned as head of division or to higher positions. As explained earlier, in Viet Nam, it takes a working experience of 15 years for an officer to become a senior officer comparable to director general. By that moment, the officer would be in their late 30s even with the quickest advancement. Some fellows returning from JDS projects began to advance to the director general level. Many fellows returning from initial JDS projects in early 2000s are now aged around 40. The outcomes of these projects are expected to appear as these people get promoted. Therefore JDS Projects should be steadily continued while sophisticating the programs and honing the strategy as mentioned in our recommendation.

(2) The Branding and Added Value of JDS Projects

In order to win brilliant talent in competition with other donors, it is essential to brand JDS projects and enhance the added value. Once JDS projects gain recognition, they can forge a synergy with projects by Japanese ministries and other ODA projects.

Branding JDS projects

Important tasks for the consistent branding of JDS projects are above all to clarify the purposes of the projects, send out clear messages to the public, enhance the quality of projects, and actively publish project outcomes, such as valuable initiatives and active roles played by returned fellows. In fiscal year 2016, JICA featured JDS projects in its public relations magazine "Mundi" and posted articles on its website in an effort to boost public relations. In addition, good practices by JDS returned fellows were shared among agents through websites and emails. These efforts, coupled with effective use of our own media, gain recognition for JDS projects and build the brand. A further boost in public relations is expected in the next phase. Considering the limited recognition of JDS projects among Japanese in Viet Nam, it is desirable to effectively use SNS, post articles on local media, and engage in more extensive public relations.

Table 26 Proposed measures for branding JDS projects

Measure	Examples
Clear representation and symbols of the projects	<ul style="list-style-type: none">• Common understanding of the desired brand• Clear name: "Japanese Development Scholarship (JDS)"• Clear catch-phrase: "The Fulbright Experience for Global Leaders"• Preparation of a logo and novelty items
Enhancing project quality and satisfaction among JDS fellows	<ul style="list-style-type: none">• Enhanced quality and expansion of enrichment programs• Enhanced quality of services provided by agents
Reinforcing public relations	<ul style="list-style-type: none">• Year-round public relations not limited to recruitment period• Identification of good examples and posting relevant articles on public relations magazines, websites, etc.• Public relations with effective use of popular SNSs in target countries, such as Facebook• Collection of essays that demonstrates experienced gained through JDS projects• Posting of articles on newspapers or other mass media• Posting of articles on local media

Enhancing added value (gaining comparative advantages over other donors)

Expansion of enrichment programs, such as leadership training and interim training introduced in fiscal year 2016, imparts unique quality to the JDS and thereby strengthens comparative advantages over other donors. The JDS has unique advantages in scholarship specialized in the fostering of administrative officers, even more so as there are increasing opportunities to offer enrichment programs, including exchange among administrative officers, training at Japan's National Personnel Authority, internship, and other special programs. These programs should be actively expanded and presented during recruitment.

In order to gain one of the expected outcomes of JDS projects—namely, "enhanced policy planning capacity of fellows"—it is effective to organize not only quality education and research opportunities at Japanese graduate schools, but also internship at Japanese ministries, leadership training, short-term training, and other valuable programs that directly help build capacity expected from administrative officers.

According to the web-based survey with 196 returned or current Vietnamese JDS fellows, the three enrichment programs they were the most interested was included internship at Japanese ministries followed by short-term training on Japanese experience with its economic development, and then (tied for third) exchange with Japanese administrative officers and Japanese cultural understanding program. Programs much needed by JDS fellows should be actively organized after proper review of their feasibility.

Table 27 JDS Enrichment Programs (draft)

Purpose	Examples
Capacity building of government officials	<u>Internship at Japanese ministries (Ranked 1st)</u> <u>Short term training on Japanese experience in economic development (Ranked 2nd)</u> <u>Leadership training (ranked 4th)</u> Training at Japan's National Personnel Authority
Training pro-Japanese government officials	<u>Japanese culture experience program (Ranked 3rd)</u> Japanese language training <u>Home-stay program (Ranked 5th)</u> Exchange program and volunteer activities in local communities
Networking	<u>Networking party with Japanese government officials (Ranked 3rd)</u> Potluck party

*Underlined activities have higher needs in the questionnaire survey to JDS returned fellows and current fellows

(3) Strengthening Follow up Activities to Enhance the Outcome of JDS Project

Follow-up after the return of JDS fellows to their own countries is as important as offering opportunities for them to study in Japan, because the JDS is intended for cultivating policy leaders who can help address development issues and strengthen bilateral relationships with Japan. Vietnamese JDS fellows number 514, including those hosted in Japan in 2017. As 240 additional fellows are expected from Viet Nam in this phase, the need and impact of the follow-up will grow even further. Better follow-up is expected to boost the careers and capacity of returned fellows and to provide incentive for potential applicants, and thereby lead to an increased number of brilliant applicants.

Despite the increasing follow-up opportunities with returned fellows, still few of them enable participants to boost their careers in general. Formation of a close network among returned fellows is another issue, because their bonds do not extend much beyond the same batches or same universities.

Generally speaking, Vietnamese administrative bodies are vertically segmented. The inadequate cross-ministerial coordination leads to inconsistency of policies among different ministries. Cross-ministerial coordination can be facilitated by follow-up activities for building a network of fellows returning from the JDS across compartmentalized administration. In Vietnamese society, connection is quite important. For instance, a senior JDS fellow in the joint secretary level can offer advice regarding career development to a junior JDS fellow who freshly came back from Japan. In this manner, the careers of JDS returned fellows can be boosted by building a network that extends beyond the same batches or the same host universities.

Considering the above discussion, emphasis probably needs to be placed on support for returned fellows' professional career development and enhancement of networking as we plan follow-up activities for gaining greater outputs from JDS projects. One of the ways to offer career assistance is to actively provide opportunities for returned fellows to participate in follow-up seminars of Japanese universities as part of JDS special programs. In addition to the workshop with JICA expert being planned at present, new experiments like setting up a small project fund to carry out good ideas collected from returned fellows after proper review may give incentives for returned fellows to actively participate in such events.

Currently, the JDS seeks to strengthen the alumni network and enrich their activities also in Viet Nam. These efforts should be continued as top priorities. In addition, activation and interconnection of existing networks of JICA's trainees (including those from short-term and mid-term trainings and exchange students sponsored by Japanese governments) would build the a network larger than that of any other countries. Hence, prospective students would find it more advantageous to study in Japan.

Agents have voluntarily been assisting returned fellows, for example, by organizing their receptions, facilitating the organization and establishment of the alumni executive committee, and distributing newsletters. Agents support JDS fellows both before and during their studies in Japan. The strong trust that they establish with individual fellows lasts even after their return from Japan. By harnessing their bond with fellows, these agents are expected to serve as facilitators of follow-up.

Table 28 Proposed Follow up Plan to Enhance the Outcome of JDS Project

Actor	Activity	Example
Returned fellows	Establishment of the JDS alumni association	In January 2017, the alumni association executive committee was set up at the reception for the JDS returned fellows. Monthly meetings are held to continue their activities.
	Seminars and workshops	Voluntary activities by returned fellows. As the first initiative by the alumni association executive committee, a food safety workshop will be organized in July 2017 in partnership with JICA experts. The source of funding needs to be discussed.
Host universities	Local seminars and alumni events	Alumni events were organized locally through special programs. Kyushu University: October 2016 (seminar) Meiji University: March 2017 (local short-term training)
JICA	Provision of a small fund	A fund of up to 500,000 yen is provided for returned fellows based on the proposal system. Guidelines must be prepared.
	Budgetary contribution to the alumni association	JICA will cover operating costs for the first 3 years once the alumni association is set up, which is expected to be around 100,000 yen every year.
	Partnership with other ODA projects	<ul style="list-style-type: none"> • Auditing of lectures at HCMA • Visiting lectures by Viet Nam Japan University • Certain numbers of JDS returned fellows are invited to issue-specific training
	JICA Award	A JDS returned fellow who demonstrated a good practice is honored with the JICA President Award.
Agents	Facilitation for setting up an alumni association	Provision of incentives, assistance, and seed money
	Newsletter	Quarterly distribution via email
	Update of database	Updated once a year
	Presentation of personal experiences at recruitment briefing	Presentation of personal experiences by JDS returned fellows at recruitment briefings organized during August and September
	Advice at debriefing sessions	JDS returned fellows offer advice for junior fellows on their career development.

(4) Improvement of matching between host universities and fellows

The survey on requests of universities, which is conducted as part of the preliminary survey to determine host universities for four batches, needs to be reviewed in terms of selection process and evaluation criteria even though it has been improved such as deleting some of the items to answer in the survey. Particularly in Viet Nam, selection of host universities was one of the important survey items, because slots for Master's degree programs increased from 30 to 60 in this survey.

It is one of advantages of JDS that host universities are set by the Project and get involve in the screening of applicants. In the JDS Projects, applicants do not need to find universities and negotiate for the admission by themselves. On the other hand, this system has a disadvantage that options of study fields and host universities are restricted and cannot meet individual specific needs. In other scholarship programs applicants can choose any universities by themselves. In this regard, it is preferred to assign multiple universities in each component so that applicants can choose from wider range of universities based on their research interest. Quality education and research at Japanese graduate schools is foundation of the JDS projects. Therefore, selection process and evaluation criteria need to be continuously reviewed.

It is important to thoroughly discuss with the Vietnamese government the framework of accepting fellows in the next phase and reach an agreement before conducting the survey on requests of universities. Otherwise, it may become necessary in the course of a field survey to reconsider fields in which fellows will be recruited, in order to meet a new need or follow a new policy. It is an idea to first come to an agreement with the Vietnamese government on only priority areas, development issues, research themes, target organizations, the quota for fellows, and the number of fellows assigned to each development issue at the stage of preliminary survey, and then seek host universities based on the framework and choose appropriate universities at the discretion of Japan. It may be a good idea to reconsider the order of the survey on requests of universities and the preliminary survey of the JDS project in order to meet local needs more flexibly at the stage of the preliminary survey.

Next, it is necessary to reconsider the process and system of evaluation. If implementing agent increase their involvement in the evaluation process, this may produce good results, because they know well facts on the ground, including satisfaction of JDS fellows and each university's faculty and supporting structure. If implementing agencies conduct a primary evaluation prior to the evaluation by JICA, this may also produce good results. To further improve the quality of evaluation, it is a good idea to ask former university professors and other external experts who are not interested in the JDS project to take part in the evaluation. It is also effective to evaluate the effectiveness of current host universities based on the questionnaire survey of JDS fellows' satisfaction on host universities and feedback from implementing agent, and then select ones for the next phase.

Finally, it is necessary to consider that each host university clarifies their criteria for screening applicants and discloses their acceptance criteria, their rating method, reasons for accepting or rejecting applicants, and other details. It is also important to clarify whether evaluation is done solely based on proposals of universities or comprehensively done with previous record of accepting JDS fellows. If an increasing number of universities apply for the survey on requests, it will be necessary to discuss how to deal with such a situation, including considering who (which department) in JICA should make the evaluation.

(5) Simplification of the Procedure of Special Programs

Many universities highly evaluate the “JDS Special Programs”, including field trips and international seminars, and recognize their importance as a system of providing fellows with special learning opportunities. On the other hand, many universities point out time-consuming office procedures as well as strict and complicated rules of special programs. The rules have been subject to annual review for improvement, such as easing of the rules about teachers accompanying fellows during their field work in special programs. Nevertheless, universities still bear a great burden of office work. There are expectations for standardization of different operation and payment methods, especially from universities and graduate schools that participate in not only the JDS project but also the ABE Initiative, the PEACE Project and other scholarship projects to which special budgets are allotted similarly to the JDS project.

Examples of best practice of special programs are shared among universities at annual JDS host university conferences and by other means. It is effective to establish a platform to make the information on best practice always available to candidates and other persons concerned at universities through the JDS web site or by other means. There are demands for considering streamlining of office procedures required for special programs and monitoring of their operation.

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

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

In Viet Nam, 298 JDS fellows have visited Japan until now, 240 of whom in total including up to the thirteenth batch have already returned to the country after completing the course. The alumni association of JDS returned fellows, which was established in 2010, regularly holds events and works actively. On the other hand, according to hearings from JDS returned fellow, it is difficult to maintain a network developed during the stay in Japan although many of them continue to have interests in Japan, and the opportunity to reconstruct such network is desired.

It takes additional time and cost to improve the loyalty of the former JDS students who have lost a connection with Japan for a certain period of time and it is not always efficient. For this reason, the measures provided for the JDS fellows staying in Japan and the follow-up measures provided after they return home should be discussed in an integrated manner as continuous measures.

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

Follow-up measures implemented after the JDS Fellows return home

In some cases, the implementing Agent is currently providing support in the target countries of the JDS project for establishing an alumni association or holding other events based on the local project office. However, it takes additional time and cost to improve the loyalty of the former JDS students who have lost a connection with Japan for a certain period of time and it is not always efficient. For this reason, the measures provided for the JDS fellows staying in Japan and the follow-up measures provided after they return home should be discussed in an integrated manner as continuous measures. Figure 16 is the image drawn by the consultants showing fellows’ royalty toward Japan and time course. It shows that conducting measures starting from the fellows’ study in Japan can increase and maintain the royalty high even after leaving from Japan.

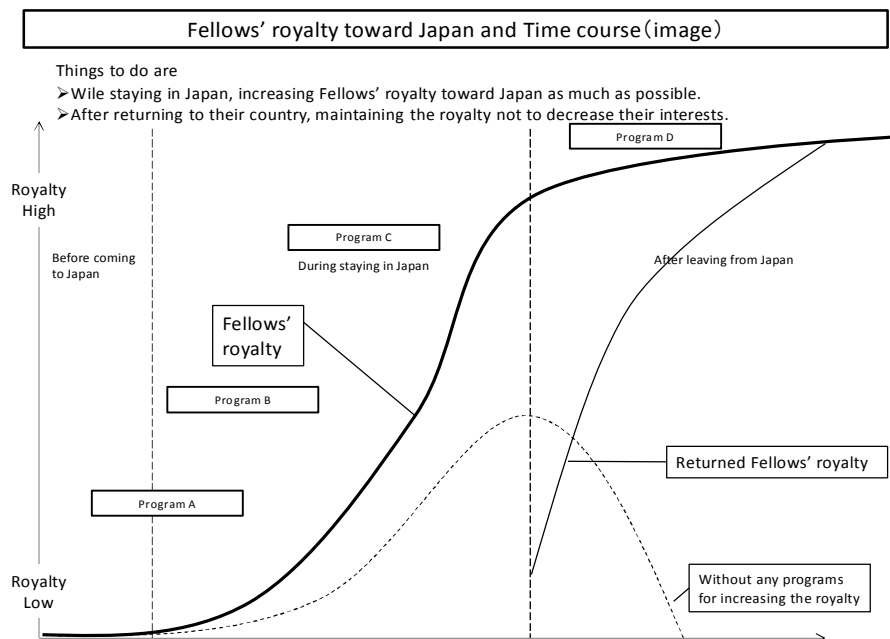


Figure 16 Fellows’ royalty toward Japan and time course (image)

Networking with Japanese government officials for networking

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

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

Roles to be performed by the implementation agent

Role as a mediator

The JDS fellows formulate a network with various Japanese people during their stay in Japan. However, it is not easy to meet an appropriate person only by establishing a personal relationship between individuals and such network merely connects a point with a point, having only a sporadic effect. For this reason, the implementation agency is expected to function as a mediator between the JDS fellows and the Japanese ministries and the persons concerned with ODA. It is expected that the implementation agency will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements. Figure 17 shows the image of role of the implementing Agent as mediator to serve in matching and networking between fellows and concerned persons.

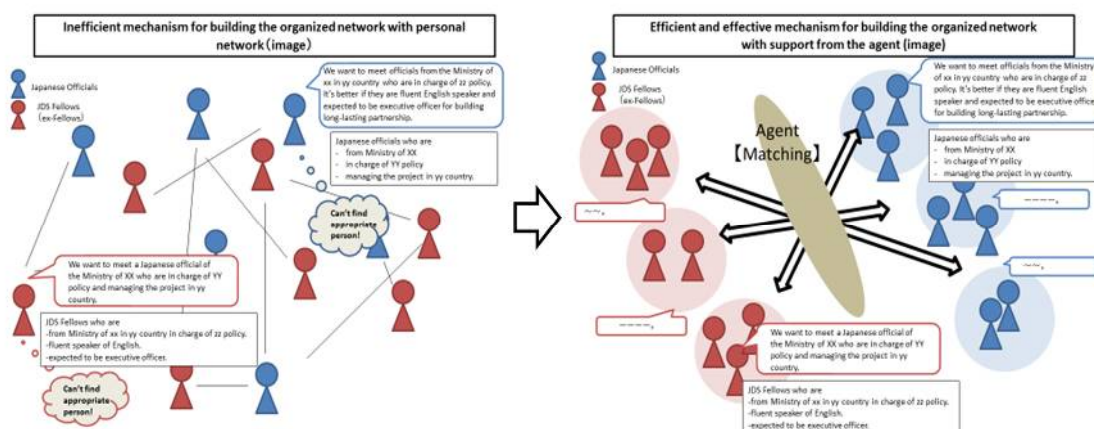


Figure 17 Roles as a mediator by the implementing Agent

Firm network foundation with JDS Fellows

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

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

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

Network foundation with the Japanese ministries

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

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

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

The implementing agency has contact with JDS returned fellows constantly and grasps their information including the qualities in detail in a unified way. Utilizing these resources, the implementing agency will be expected to have the function of collecting and managing JDS returned fellow’s information by doing monitoring and follow-up after their return to Viet Nam. Moreover, it is also expected for the follow-up activities that implementing agency will become an organization which build a network between JDS returned fellows and Japanese government/aid related people with a strong network with them.

3-6. Conclusion

Since the transition to market economy in 1986, Viet Nam has been growing at a high rate on average. Meanwhile, issues to be addressed have come up to the surface in various fields. In general, government organizations and relevant ministries and agencies lack sufficient capacities, in terms of human resources, organization, systems and finance, necessary for addressing development issues. In order for Viet Nam, which has risen to a lower middle-income country, to keep on a high rate of growth in the future, there is an urgent need to carry out administrative reforms and foster human resources who play important roles in solving development issues.

422 JDS returned fellows who acquired a master's degree in graduate schools in Japan are now playing active roles in various fields and contribute to resolution of development issues in Viet Nam. The proportion of fellows who acquired the degree is 99.3%. 24.5% of JDS returned fellows are working as section chiefs or higher-level officials. Twenty JDS returned fellows are working for the Ministry of Foreign Affairs and 15 for the Ministry of Justice. In addition, 5 to 10 each are working for the Ministry of Planning and Investment, the Ministry of Finance, the State Bank of Viet Nam and other major ministries and agencies. This will create the critical mass of people required for the network effect to develop.

According to the results of the survey of returned fellows, 60 out of 147 respondents (41%) have visited Japan again after returning to Viet Nam. This indicates that returned fellows stay connected with Japan after studying in Japan. It is necessary to utilize these outcomes more effectively.

Though streamlining of office procedures for the survey on requests of universities and special programs are still under consideration, the JDS project can be deemed to be operated in highly efficient ways because of the fact that fellows are screened in the standardized process and the Operating Committee is functioning properly.

In Viet Nam where many donors implement scholarship programs, there have been changes in circumstances surrounding the JDS project. It is becoming more important to strengthen the strategy and improve the quality of the JDS project in consideration of its position and comparative advantages. Especially, "branding the project and improving the added value" and "enhancing follow-up activities to achieve better outcomes of the JDS project" are considered as important activities to be taken in the next phase starting in FY 2018 and ending in FY 2021.

End

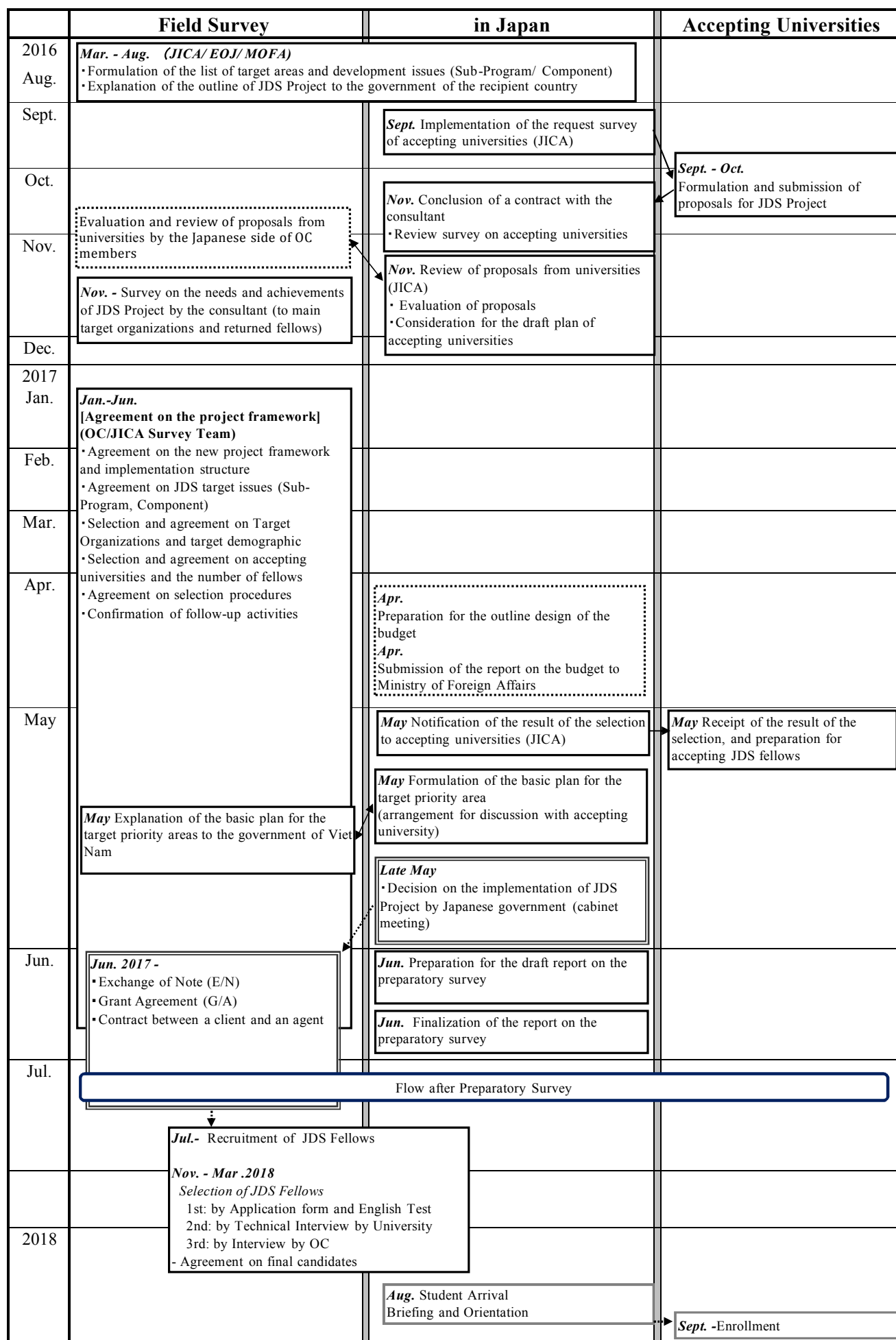
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2. Flowchart of the JDS Preparatory Survey
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8. Summary of the Result of Interview Survey on JDS Returned Fellows
9. Features of Major International Scholarship Programs in Viet Nam

Member List of the Survey Team

Mr. TAKANO, Shintaro	Leader	Deputy Director Grant Aid Project Management Division 2, Financial Cooperation Implementation Department Japan International Cooperation Agency (JICA)
< Consultants >		
Mr. SHIONOYA, Tsuyoshi	HRD Planning	Managing Director International Student Programs Department I, Japan International Cooperation Center (JICE)
Mr. YOSHIOKA Kojiro	Overseas Study Planning	Program Manager International Student Programs Division, International Student Programs Department I, JICE
Mr. KENMOTSU Hideki	Needs Study/ Coordination	Country Officer JDS Vietnam Project Office International Student Programs Division, International Student Programs Department I, JICE

Flowchart of the JDS Preparatory Survey



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

List of Contact Persons

1. Discussion on the Minutes

Date and Time	Contact Persons	Remarks
5 December, 2016 (Mon) 10:45~11:15	■ Ministry of Planning and Investment – Mr. Nguyen Hoang Linh, Head of Japanese Division, Foreign Economic Relations Department	Discussion on the overall schedule and approach of the field survey
5 December (Mon) 14:00~14:30	■ Ministry of Education and Training – Ms. Tran Huong Ly, Officer, International Cooperation Department	Discussion on the overall schedule and approach of the field survey
7 December (Wed) 9:00~10:00	■ Vietnam International Education Development (VIED) – Dr. Nguyen Thi Thanh Minh, Deputy Director General, VIED – Ms. Vu Thi Lien Huong, Officer, Division for International Education	Discussion on the overall schedule and approach of the field survey
8 December (Thu) 11:00~12:00	■ Meeting with Ministry of Foreign Affairs (MOFA) International Law and Treaties Department <u>International Law and Treaties Department, MOFA</u> – Mr. Nguyen Huu Phu, Head of Division on Political and Security Matters – Ms. Thu, Officer <u>Embassy of Japan</u> – Mr. Shimose Kosaburo, Second Secretary – Ms. Takaobushi Megumi, Third Secretary	Needs survey
13 February, 2017 (Mon) 09:30~10:30	■ JICA Viet Nam Office – Ms. Fujita Akiko, Representative – Ms. Kondo Yuka, Representative	Discussion on the overall schedule and approach of the field survey
13 February (Mon) 11:00~12:00	■ Vietnam International Education Development – Dr. Nguyen Thi Thanh Minh, Deputy Director General – Ms. Vu Thi Lien Huong, Officer, Division for International Education	Discussion on the overall schedule and approach of the field survey
20 February (Mon) 11:00~	■ Meeting with Central Committee of Organization and Personnel (CCOP), Monitoring Office of	Discussion on the proposal of CCOP

12:00	<p>Program 165 (P165)</p> <p><u>Monitoring Office of Program 165</u></p> <ul style="list-style-type: none"> – Mr. Nguyen Van Du, Head of P.165 – Mr. Tran Trung Vinh, Deputy Head of Office – Mr. Nguyen Ngoc Thanh, Manager of Training Division – Ms. Trinh Thuy Duong, Officer, Training Division <p><u>Ministry of Planning and Investment</u></p> <ul style="list-style-type: none"> – Mr. Nguyen Hoang Linh, Head of Japanese Division, Foreign Economic Relations Department <p><u>JICA Viet Nam Office</u></p> <ul style="list-style-type: none"> – Ms. Kondo Yuka, Representative <p><u>JICA Headquarters</u></p> <ul style="list-style-type: none"> – Ms. Kikuri, Kai, Official 	about human resource training for CCOP
20 February (Mon) 13:30~14:30	<p>■ Embassy of Japan</p> <ul style="list-style-type: none"> – Mr. Jimbo Satoshi, Counselor – Mr. Uchida Yuichiro, First Secretary – Mr. Shimose Kosaburo, Second Secretary 	Discussion on the design of the framework
20 February, 2017 (Mon) 15:30~16:30	<p>■ JICA Viet Nam Office</p> <ul style="list-style-type: none"> – Mr. Kakioka Naoki, Senior Representative – Ms. Fujita Akiko, Representative – Ms. Kondo Yuka, Representative 	Discussion on the design of the framework
21 February (Tue) 9:00~10:00	<p>■ Meeting with Ministry of Foreign Affairs (MOFA) International Law and Treaties Department</p> <p><u>International Law and Treaties Department, MOFA</u></p> <ul style="list-style-type: none"> – Mr. Nguyen Huu Phu, Head of Division on Political and Security Matters – Ms. Le Thuy Giang, Officer <p><u>Embassy of Japan</u></p> <ul style="list-style-type: none"> – Mr. Shimose Kosaburo, Second Secretary 	Needs survey
21 February (Tue) 11:00~12:30	<p>■ Meeting with Central Committee of Organization and Personnel (CCOP), Monitoring Office of Program 165</p> <p><u>Monitoring Office of Program 165</u></p> <ul style="list-style-type: none"> – Mr. Nguyen Van Du, Head of P.165 – Mr. Tran Trung Vinh, Deputy Head of Office – Mr. Nguyen Ngoc Thanh, Manager of Training Division – Ms. Trinh Thuy Duong, Officer, Training Division <p><u>JICA Viet Nam Office</u></p>	

	<ul style="list-style-type: none"> - Ms. Kondo Yuka, Representative <u>JICA Headquarters</u> Ms. Kikuri, Kai, Official	
21 February, (Tue) 14:00~15:00	<ul style="list-style-type: none"> ■ Meeting with Vietnam International Education Development - Dr. Nguyen Thi Thanh Minh, Deputy Director General - Ms. Vu Thi Lien Huong, Officer, Division for International Education 	<ul style="list-style-type: none"> - Discussion on the design of the framework - Explanation on a draft of minutes
22 February (Wed) 9:00~9:45	<ul style="list-style-type: none"> ■ Ministry of Planning and Investment - Mr. Nguyen Hoang Linh, Head of Japanese Division, Foreign Economic Relations Department 	<ul style="list-style-type: none"> - Discussion on the design of the framework - Discussion on the doctor's degree
23 February (Thu) 13:30~14:30	<ul style="list-style-type: none"> ■ Meeting with JDS Operating Committee at Vietnam International Education Development (VIED) <u>VIED</u> <ul style="list-style-type: none"> - Dr. Nguyen Thi Thanh Minh, Deputy Director General - Ms. Vu Thi Lien Huong, Officer, Division for International Education <u>JICA Viet Nam Office</u> <ul style="list-style-type: none"> - Mr. Kakioka Naoki, Senior Representative - Ms. Fujita Akiko, Representative - Ms. Nguyen Thi Thanh Hai, Program Officer 	Discussion on the Minutes of Discussion
24 February (Fri) 9:00~10:00	<ul style="list-style-type: none"> ■ Signing ceremony at Vietnam International Education Development (VIED) <u>VIED</u> <ul style="list-style-type: none"> - Dr. Nguyen Thi Thanh Minh, Deputy Director General - Ms. Vu Thi Lien Huong, Officer, Division for International Education <u>JICA Viet Nam Office</u> <ul style="list-style-type: none"> - Ms. Fujita Akiko, Representative - Ms. Nguyen Thi Thanh Hai, Program Officer 	Signing on Minutes of Discussion
23 May (Tue) 10:30~11:30	<ul style="list-style-type: none"> ■ JICA Viet Nam Office - Ms. Fujita Akiko, Representative - Ms. Kondo Yuka, Representative 	Discussion on the overall schedule and approach of the field survey
23 May (Tue) 14:00~15:00	<ul style="list-style-type: none"> ■ Vietnam International Education Development - Dr. Nguyen Thi Thanh Minh, Deputy Director General - Ms. Vu Thi Lien Huong, Officer, Division for 	Discussion on the framework and the selection procedure

	International Education	
24 May (Wed) 9:00~10:00	<ul style="list-style-type: none"> ■ Central Committee of Organization and Personnel, Monitoring Office of Program 165 – Mr. Nguyen Van Du, Head of P.165 – Mr. Tran Trung Vinh, Deputy Head of Office – Mr. Nguyen Ngoc Thanh, Manager of Training Division – Ms. Trinh Thuy Duong, Officer, Training Division <u>JICA Viet Nam Office</u> – Ms. Kondo Yuka, Representative – Ms. Nguyen Thi Mai Khanh, Program Officer 	Explanation on the framework
24 May (Wed) 14:30~15:00	<ul style="list-style-type: none"> ■ Ministry of Education and Training – Ms. Tran Huong Ly, Officer, International Cooperation Department 	Explanation on the framework
24 May (Wed) 15:30~16:30	<ul style="list-style-type: none"> ■ Embassy of Japan – Mr. Uchida Yuichiro, First Secretary – Mr. Shimose Kosaburo, Second Secretary 	Explanation on the framework
25 May (Thu) 13:30~14:30	<ul style="list-style-type: none"> ■ JICA Viet Nam Office – Ms. Fujita Akiko, Representative 	Report on the result of the field survey
26 May (Fri) 14:00~15:00	<ul style="list-style-type: none"> ■ Ministry of Foreign Affairs (MOFA) International Law and Treaties Department – Ms. Nguyen Phuong Mai, Official – Ms. Nguyen Thuy Giang, Official 	Explanation on the framework

2. Visit to expected Main Target Organizations, and others

Date and Time	Contact Persons	Remarks
6 December, 2016 (Tue) 9:30~10:00	<ul style="list-style-type: none"> ■ Ministry of Industry and Trade – Mr. Pham Van Quan, Officer, Human Resource Training Department – Mr. Nguyen Quang Dong, Officer, Personnel Department 	Feedback for JDS Project, Needs survey
6 December (Tue) 14:00~15:30	<ul style="list-style-type: none"> ■ British Embassy – Ms. Mai Thu Ha, Political Officer-Chevening 	Studying donors’ information
7 December (Wed) 10:30~11:00	<ul style="list-style-type: none"> ■ Ministry of Transportation – Mr. Dinh Chi Linh, officer of Personnel and Organization Department – Mr. Le Hoai Phuong, officer of International Cooperation Department 	Feedback for JDS Project, Needs survey
7 December (Wed) 16:00~17:30	<ul style="list-style-type: none"> ■ Coffey (Australia Awards Scholarship) – Ms. Dam Phuong Thao, Deputy Program Director, 	Studying donors’ information

	<p>Vietnam – Australia Human Resource Development Partnership Program (VAHRDP)</p> <p>– Ms. Nguyen Xuan Hien, Awards Manager, VAHRDP</p>	
<p>8 December (Thu)</p> <p>9:45~10:15</p>	<p>■ Vietnam Electricity</p> <p>– Ms. Phan Thi Hong Hanh, Deputy Director of Organization and Human Resource Department</p> <p>– Ms. Nguyen Hoang Thanh, Officer of Organization and Human Resource Department</p>	<p>Feedback for JDS Project, Needs survey</p>
<p>8 December (Thu)</p> <p>14:30~15:30</p>	<p>■ Embassy of France</p> <p>– Mr. Olivier Ngo, Campus de France</p> <p>– Ms. Nguyen Ba Linh</p>	<p>Studying donors' information</p>
<p>9 December (Fri)</p> <p>9:00~10:15</p>	<p>■ Ministry of Justice</p> <p>– Mr. Nguyen Do Kien, Deputy Head of Personnel and Organization Department</p> <p>– Ms. Nguyen Hai Ha, Officer, Personnel and Organization Department</p> <p>– Ms. Duong Thien Huong, Deputy Head of International Cooperation Department</p> <p>– Ms. Hien, Officer, International Cooperation Department</p> <p><u>JDS Returned Fellows</u></p> <p>– Ms. Nguyen Hai Yen, Lecturer, Hanoi Law University, 14th batch</p> <p>– Ms. Doan Thanh Huyen, Officer, Department of International Law, 14th batch</p>	<p>Feedback for JDS Project, Needs survey</p>
<p>9 December (Fri)</p> <p>10:30~11:00</p>	<p>■ Ministry of Construction</p> <p>– Ms. Dang Nguyet Anh, Senior Officer, International Cooperation Department</p> <p>– Mr. Nguyen Van Dong, Officer, Personnel Department</p>	<p>Feedback for JDS Project, Needs survey</p>
<p>9 December (Fri)</p> <p>14:30~15:30</p>	<p>■ US Embassy</p> <p>– Ms. Vu Quynh Nga, Fulbright Program Director, Public Affairs Section</p>	<p>Studying donors' information</p>
<p>9 December (Fri)</p> <p>15:00~16:00</p>	<p>■ Ministry of Science and Technology</p> <p>– Ms. Vuong Kim Phuong, Officer, Personnel and Organization Department</p> <p>– Ms. Ha, Officer, Personnel and Organization Department</p>	<p>Feedback for JDS Project, Needs survey</p>
<p>14 February, 2017 (Tue)</p>	<p>■ Ministry of Labor – Invalids and Social Affairs</p> <p>– Mr. Mr. Tran Ngoc Tuy, Deputy Director General of</p>	<p>Feedback for JDS Project, Needs</p>

15:30~16:30	Personnel and Organization Department – Ms. Thuy, Officer, Personnel and Organization Department – Ms. Yen, Representative, International Cooperation Department	survey
15 February (Wed) 9:00~10:00	■ Ministry of Planning and Investment – Mr. Le Tuan Anh, Deputy Director General of Personnel and Organization Department – Ms. Ta Thanh Thuy, Officer, Personnel and Organization Department – Other representatives from: General Statistics Office (GSO); Central Institute for Economic Management (CIEM); National Center of Socio-Economic Information and Forecast; Development Strategy Institute (DSI)	Feedback for JDS Project, Needs survey
15 February (Wed) 15:30~16:30	■ Ministry of Agriculture and Rural Development – Ms. Nguyen Phuong Nga, Senior Officer, Personnel and Organization Department – Mr. Dang Quang Huy, International Cooperation Department – Mr. Kien, International Cooperation Department	Feedback for JDS Project, Needs survey
16 February (Thu) 9:00~10:00	■ Ministry of Finance – Mr. Pham Xuan Thuy, Deputy Director General, Personnel and Organization Department – Ms. Pham Thi Huong Giang, Officer, Personnel and Organization Department	Feedback for JDS Project, Needs survey
17 February (Fri) 10:40~11:30	■ Ministry of Health – Ms. Nguyen Lan Huong, Officer, Personnel and Organization Department,	Feedback for JDS Project, Needs survey
17 February (Fri) 14:00~15:00	■ Vietnam National University of Agriculture – Associate Professor Nguyen Thi Lan, President – Ms. Tran Thi Thanh Phuong, Officer, Office of International Cooperation	Introduction of JDS Project, Needs survey
8 March (Wed)	■ German Academic Exchange Service (DAAD) – Ms. Anke Stahl, Director – Mr. Do Minh Viet, Marketing officer	Studying donors' information
25 May (Thu) 9:00~10:00	■ Representative Office of Nagoya University – Ms. Phan Thi Lan Huong, Head of Representative Office – Ms. Imamura Eri, Officer	Studying potential applicants information

25 May (Thu) 11:00~11:30	<p>■ Japan Business Association in Vietnam</p> <p>– Ms. Kimura Atsuto, Secretary General</p>	Introduction of JDS project
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3. JDS Returned Fellows

Date and time	Contact Persons	Remarks
23 November, 2016 (Wed) 8:30~9:30	– Ms. Vo Lam Thuy Trang, Planning and Investment Promotion Department, Ho Chi Minh City Finance and Investment State-Owned Company (International Christian University/2007)	Survey on JDS Returned Fellows
23 November (Wed) 14:00~15:00	<p>■ Meeting with JDS Returned Fellows working in Management Authority for Urban Railways, Ho Chi Minh city People's Committee</p> <p>– Mr. Vu Phan Minh Tri, Officer, Planning and Investment Division (Hiroshima University/2010)</p> <p>– Bui Anh Huan, Officer, Project Management Unit of the Metro Line 1 (Ben Thanh - Suoi Tien Section), (Hiroshima University/2011)</p> <p>– Le Van Khoa, Specialist, Project Management Unit, (Hiroshima University/2011)</p> <p>– Vo Thanh Danh, Officer, Investment Promotion Team, Division of Planning and Investment, (Hiroshima University/2013)</p> <p>– Huynh Ngoc An, Deputy Head, Technical - Procurement Division, (Hiroshima University/2014)</p>	Survey on JDS Returned Fellows
23 November (Wed) 18:30~19:30	– Mr. Dang Vu Bao, Senior Program Officer, Program, Fred Hollows in Vietnam (Tokyo University of Agriculture and Technology/2007)	Survey on JDS Returned Fellows
24 November (Thu) 13:30~15:00	– Ms. Quach Thi Xuan, Director of Center for Consultancy on Sustainable Development (C4SD), Da Nang Institute for Socio-Economic Development (Kyushu University/2001)	Survey on JDS Returned Fellows
21 February, 2017 (Tue) 18:00~20:00	<p>■ Meeting with JDS Alumni Working Group</p> <p>– Lai Hong Minh, Reporter, Political and Social News Desk, Vietnam News Newspaper (Waseda University/2009)</p> <p>– Cao Cam Van, Japan Desk, Vietinbank Headquarter (International University of Japan/2005)</p> <p>– Nguyen Cong Thanh, Deputy Head, Division of Sciences and International Cooperation, Plant Protection Research Institute, Ministry of Agriculture</p>	Survey on JDS Returned Fellows

	and Rural Development (Kyushu University/2013) – Ms. Pham Thuy Duong, Program Officer, Sustainable Landscape Program and Sustainable Tea Program, IDH The Initiative for Sustainable Development (University of Tsukuba/2014) – Ms. Nguyen Hai Yen, Lecturer, Hanoi Law University (Kyushu University/2014)	
22 February (Wed) 9:45~10:30	– Mr. Tran Duy Dong, Director General, Department of Economic Zones management, Ministry Planning Investment	Survey on JDS Returned Fellows
22 February (Wed) 11:00~12:00	– Mr. Giang Thanh Long, Associate Professor, PhD, Director, Institute of Public Policy and Management, National Economics University (Hitotsubashi University/2001)	Survey on JDS Returned Fellows
23 February (Thu) 16:00~17:00	– Mr. Nguyen Vu Linh, Deputy Director, the Nature Conservation Department, Vietnam Administration of Forestry, Ministry of Agriculture and Rural Development (Tokyo University of Agriculture and Technology/2004)	Survey on JDS Returned Fellows
23 March (Thu) 9:30~10:30	– Mr. Vuong Thanh Long, Head of FDI Banking Department, Bank for Investment Development of Vietnam (Kobe University/2005)	Survey on JDS Returned Fellows
28 March (Tue) 9:00~10:00	– Mr. Le Van Minh, Deputy Head of General Affairs Division, Department of Criminal and Administrative Law, Ministry of Justice (Nagoya University/2004)	Survey on JDS Returned Fellows
28 March (Tue) 14:00~15:00	– Ms. Ho Thi Phuong Tu, Head of Department, Public Relations Department, Hanoi Stock Exchange (International University of Japan/2003)	Survey on JDS Returned Fellows
29 March (Wed) 9:00~10:00	– Ms. Nguyen Thi Le Thu, Deputy Director, Public Finance Policy Division, National Institute for Finance, Ministry of Finance (Hitotsubashi University/2002)	Survey on JDS Returned Fellows
29 March (Wed) 10:45~11:15	– Ms. Dinh Thi Bich Diep, Board Member, State Capital Investment Corporation (Hitotsubashi University/2001)	Survey on JDS Returned Fellows

4. Accepting Universities

Date and time	Contact Persons	Remarks
14 March 2017 (Tue) 13:00~	■ Kyushu University, Graduate School of Engineering	Survey and Evaluation by the

14:30	<ul style="list-style-type: none"> – Mr. Ishibashi Kenji, Professor – Mr. Fujimoto Nozomu, Professor – Mr. Ninomiya Junji, Chief – Ms. Nishino Mika, Staff 	Accepting Universities
14 March (Tue) 14:00~15:30	<ul style="list-style-type: none"> ■ Kyushu University, Graduate School of Bioresource and Bioenvironmental Sciences – Mr. Yabe Mitsuyasu, Professor 	Survey and Evaluation by the Accepting Universities
14 March (Tue) 16:00~17:00	<ul style="list-style-type: none"> ■ Kyushu University, Graduate School of Law – Mr. Han Sang Hee, Associate Professor – Ms. Honda Yumiko, Lecturer 	Survey and Evaluation by the Accepting Universities
3 April (Mon) 10:30~12:00	<ul style="list-style-type: none"> ■ Meiji University, Graduate School of Governance Studies – Mr. Kitaoji Nobusato, Professor – Ms. Minamoto Yuriko, Professor – Mr. Shinoda Masashi – Mr. Hayashi Rintaro 	Survey and Evaluation by the Accepting Universities
5 April (Wed) 14:00~15:00	<ul style="list-style-type: none"> ■ Hitotsubashi University, School of International and Public Policy – Mr. Takeda Masahiki, Professor – Ms. Okamoto Yuriko, Program Manager 	Survey and Evaluation by the Accepting Universities
7 April (Fri) 13:00~14:30	<ul style="list-style-type: none"> ■ Tokyo University of Agriculture and Technology, Graduate School of Agriculture – Mr. Yoshiharu Fujii, Professor – Mr. Masaaki Yamada, Professor – Mr. Tasuku Kato, Professor – Mr. Yosei Oikawa, Assistant Professor 	Survey and Evaluation by the Accepting Universities
13 April (Thu) 15:00~17:00	<ul style="list-style-type: none"> ■ University of Tsukuba, Graduate School of Life and Environmental Sciences – Mr. Matsui Kennichi, Associate Professor – Ms. Fukuda Tomoko 	Survey and Evaluation by the Accepting Universities
20 April (Thu) 13:00~14:00	<ul style="list-style-type: none"> ■ Nagoya University, Graduate School of Environmental Studies – Mr. Ryota Tsubaki, Associate Professor 	Survey and Evaluation by the Accepting Universities
20 April (Thu) 15:00~16:00	<ul style="list-style-type: none"> ■ Nagoya University, Graduate School of Law – Mr. Masafumi Suzuki, Professor – Mr. Hidenori Moto, Professor – Mr. Akira Fujimoto, Professor 	Survey and Evaluation by the Accepting Universities

	<ul style="list-style-type: none">- Ms. Minori Ohkohchi, Professor- Mr. Frank Bennet, Associate Professor- Ms. Saori Okuda, Lecturer	
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MINUTES OF DISCUSSIONS**ON THE PREPARATORY SURVEY OF
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO THE SOCIALIST REPUBLIC OF VIET NAM**

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

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by Mr. Shintaro Takano, Deputy Director, Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA, to Hanoi from 20th to 24th February, 2017.

The Team held a series of discussions with the members of the Operating Committee of the JDS Project (hereinafter referred to as “the Committee”) and other stake holders. The Team and the Committee confirmed the design of the JDS Project and the related items attached hereto.

Hanoi, February 24, 2017



Shintaro TAKANO
Leader
Preparatory Survey Team
Japan International Cooperation Agency



Dr. Nguyen Thi Thanh Minh
Deputy Director General
Viet Nam International Education Development
Ministry of Education and Training



I. Objective of the Preparatory Survey

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

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project from Japanese fiscal year 2017 to 2020
- (2) To identify the number of potential candidates for the JDS Projects
- (3) To estimate overall costs of the first cycle, that is a period of four years, of the JDS Project

II. Design of the JDS Project

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

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

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

Therefore the JDS Project for First Batch is planned to start in 2017 and the JDS fellows for this batch are scheduled to arrive in Japan in 2018.

2. Confirmation of the Implementation Coordination

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

Viet Nam side

- Ministry of Education and Training (Chair)
- Ministry of Planning and Investment

Japanese side

- JICA Viet Nam Office (Vice chair)

The Team proposed to add the Embassy of Japan as the Committee member for strengthening the partnership between Viet Nam and Japan.

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

The total number of JDS fellows for the first batch in Japanese fiscal year 2017 shall be at Thirty (30) and this number would indicate the maximum number per batch for four batches. In addition, it is expected to increase the number to reflect the request from the Central Committee of Organization and Personnel of Vietnamese Communist Party (hereinafter referred to as “CCOP”). The finalized total number of each batch will be announced after the Japanese government approves.

4. JDS Sub-Program and Component

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

(1) Priority Area as Sub-Program 1 :

Promotion of Economic Growth and Strengthening of International Competitiveness

Development Issue as Component :

- 1-1 Strengthening of Market Economy System
- 1-2 Improving of Economic Infrastructure and Traffic Accessibility (Transportation)
- 1-3 Improving of Economic Infrastructure and Traffic Accessibility (Energy)

(2) Priority Area as Sub-Program 2 :

Response to Fragility

Development Issue as Component :

- 2-1 Agriculture and Rural Development
- 2-2 Responding to the Threats of Climate Change, Disaster, Environmental Destruction

(3) Priority Area as Sub-Program 3:

Strengthening of Governance

Development Issue as Component :

- 3-1 Strengthening of the Legal System
- 3-2 Strengthening of the Administrative Capacity

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

Based on the discussion held between the both parties, it was agreed that JICA will decide the accepting universities according to the evaluation of proposals from universities. The selected universities will be announced through JICA Viet Nam Office after approval from the Japanese government.

The supposed numbers of JDS fellows per university will be fixed after the total number of slots set.

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

6. Main Target Organizations

Based on the discussion held between the both parties, the main target organizations for recruitment of applicant were identified as ANNEX-3 “Design of JDS Project for the Succeeding Four Batches”.

It was agreed that possibility of some adjustment on the main target organizations shall be discussed in accordance with the result of recruitment/selection in the Committee meeting.

7. Basic Plan for Each Component

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

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

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

The Team explained that PhD Program could be introduced in the JDS Project after confirmation of its needs in each target organization considering further career development of JDS fellows in order to contribute to development of the country. PhD program would be offered at most 3 slots per batch. Basically JDS returning fellows could apply for PhD Program. Both parties confirmed that detail procedure for recruitment and selection would be discussed in the Committee.

III. Human Resource Development to government officials nominated by CCOP

The Team explained to the Ministry of Education and Training the result of discussions with CCOP in terms of human resource development. CCOP and the Team discussed the possibility of increasing the number of slots of JDS for year 2017-2020.

CCOP requested to increase forty slots per year. The Team responded that current JDS slot was thirty, thus more than doubling the number of slots seemed be unrealistic, but still the Team would consult with the relevant government agencies in Japan and universities to decide the exact number of the slots. The result of the consultation will be informed to CCOP.

Both sides confirmed that existing JDS selection process would be applied to the increased slots, thus the selected candidates could be less than the number of increased slots.

CCOP explained its priority fields were as following and the Team responded that JICA would consult with universities to find additional slot;

- 1st priority: Strengthening of the Administrative Capacity,
- 2nd priority: Strengthening of Market Economy System, and Strengthening of the Legal System,
- 3rd priority: Improving of Economic Infrastructure and Traffic Accessibility (Transportation),
- 4th priority: Responding to the Threats of Climate Change, Disaster, Environmental Destruction,
- 5th priority: Improving of Economic Infrastructure and Traffic Accessibility (Energy), and Agriculture and Rural Development.

CCOP noted that the targets were young prominent government officials including those belong to party organization and political - social organizations.

CCOP informed to the Team that once the number of slot was decided, it would provide English and Japanese training to the potential candidates in order to enhance their English and Japanese proficiency.

IV. Other Matters Discussed

1. Effective and Efficient System for Selection

The Ministry of Education and Training requested the Team to develop effective and efficient system of selection in order to properly respond to the agreed framework with increased number of applicants. The Team recognized the difficulties in executing selection for the next JDS Project by only using existing system of selection which heavily depended on the Ministry of Education and Training. Both sides agreed to establish an alternative selection system with technical adequacy and fairness.

2. Qualifications for Application for PhD Program

The Ministry of Foreign Affairs showed their expectation to ease the qualification for applying for the PhD program by not limiting the eligible person only for JDS graduates. The Team noted the expectation and would reconsider the current qualification after reviewing the result of selection in other countries.

3. Selection and Follow-up of the JDS Fellows

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

It was agreed that monitoring and evaluation of JDS returned fellows should be done actively by the government of Viet Nam for expanding their outcomes and human network.

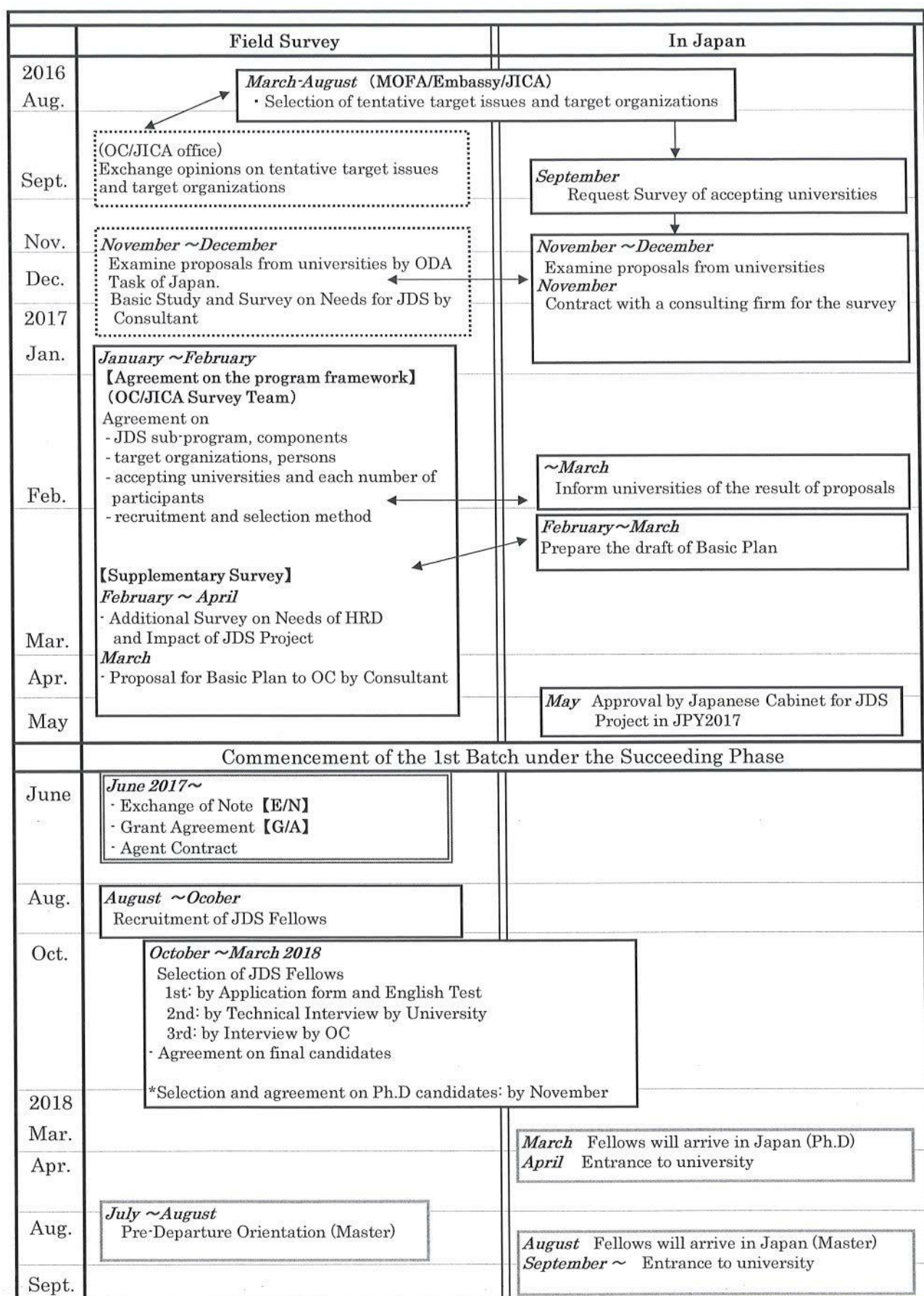
-ANNEX-1: Flowchart of the Preparatory Survey and Implementation Schedule of 1st Batch

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

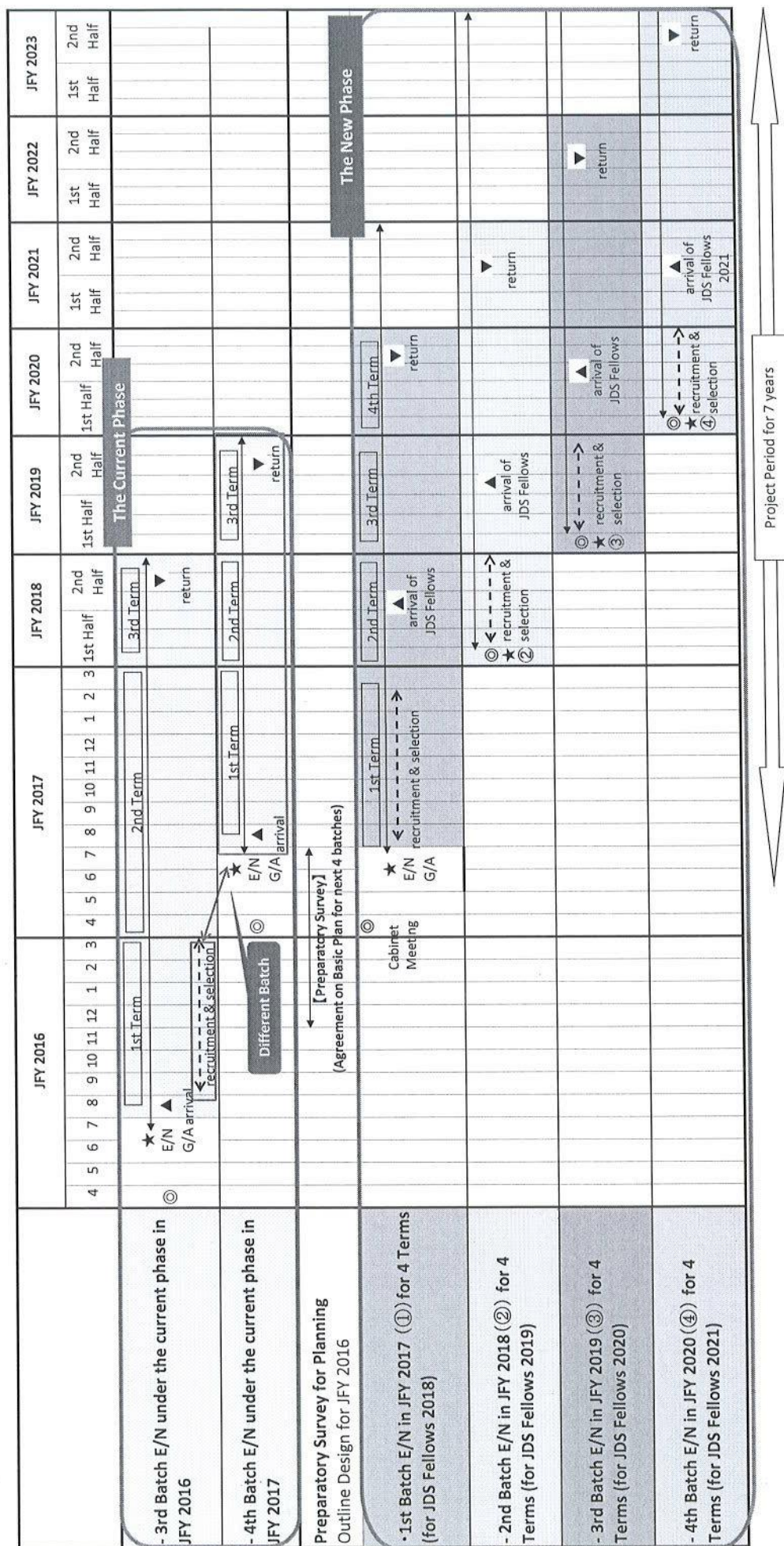
-ANNEX-3: Design of JDS Project for Four Batches

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

Flowchart of the Preparatory Survey and Implementation Schedule



Flowchart of JDS Project for the Succeeding Four Batches



- ◎ : Cabinet Meeting
 ★ : Exchange of Notes (E/N), Grant Agreement (G/A)
 ▲ : Arrival
 ▼ : Return to Viet Nam

Design of JDS Project for four batches

Priority Areas	Development Issues	Expected Theme of Research / Possible Fields of Study	Main Target Organizations
1. Promotion of Economic Growth and Strengthening of International Competitiveness	1-1 Strengthening of Market Economy System	<ul style="list-style-type: none"> • Economic Policy • Financial Policy • Monetary Policy • Industrial Policy 	Ministry of Planning and Investment Ministry of Finance Ministry of Industry and Trade State Bank of Vietnam Vietnam Academy of Social Science Government Office Vietnam Women's Union
	1-2 Improving of Economic Infrastructure and Traffic Accessibility (Transportation)	<ul style="list-style-type: none"> • Urban Development Policy • Environment Oriented City Plan • Sustainable Urban Development 	Ministry of Transport Ministry of Construction People's Committee in Hanoi People's Committee in Ho Chi Minh City Ministry of Education and Training Vietnam National University, Hanoi and HCMC
	1-3 Improving of Economic Infrastructure and Traffic Accessibility (Energy)	<ul style="list-style-type: none"> • Energy Policy • Energy Environmental Policy 	Ministry of Industry and Trade Ministry of Science and Technology Ministry of Education and Training
2. Response to Fragility	2-1 Agriculture and Rural Development	<ul style="list-style-type: none"> • Agriculture Policy • Food Safety • Food Chemical Engineering • Agricultural Mechanization • Livestock Science and Diseases • Fishery Policy • Forestry Policy 	Ministry of Agriculture and Rural Development People's Committee in Nghe An People's Committee in Lam Dong Ministry of Education and Training Ministry of Health
	2-2 Responding to the Threats of Climate Change, Disaster, Environmental Destruction	<ul style="list-style-type: none"> • Environmental Policy • Global Environment (Policy, Economy) • Natural Resources and Ecological System Management • Environmental Ethic and Education • Countermeasures against Global Warming • Management of Water Supply, Sewerage System and Waste • Urban Environment (General Policy, Legal system) • Application of Satellite Data (Disaster Management) 	Ministry of Natural Resource and Environment Ministry of Agriculture and Rural Development Ministry of Construction Ministry of Planning and Investment Ministry of Industry and Trade Vietnam Academy of Science and Technology Ministry of Education and Training Ministry of Health Vietnam Women's Union
	3-1 Strengthening of the Legal System	<ul style="list-style-type: none"> • Judicial Policy • International Law 	Ministry of Justice Supreme People's Court Supreme People's Prosecution Ministry of Industry and Trade Ministry of Foreign Affairs Ministry of Education and Training Ministry of Public Security Ministry of Labour Invalids and Social Affairs Vietnam Women's Union
3. Strengthening of Governance	3-2 Strengthening of the Administrative Capacity	<ul style="list-style-type: none"> • Public Policy • Training for Public Servants 	Ministry of Home Affairs Ministry of Finance Office of the National Assembly Government Office Ho Chi Minh National Academy of Politics Government Inspectorate People's Committee in provinces Ministry of Education and Training Ministry of Public Security Ministry of Health Ministry of Labour Invalids and Social Affairs

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

1. Country:
2. Target Priority (Sub-Program) Area:
3. Operating Committee:
 Viet Nam Side: Ministry of Education and Training, Ministry of Planning and Investment
 Japanese Side: JICA Viet Nam 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 Viet Nam)**(3) Japan's ODA Policy and Achievement (including the JDS Project)**

Relevant Projects and Training Programs of JICA Viet Nam Office:

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

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

(2) Project Design

- 1) Overall goal
- 2) Project purpose

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

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

(5) Activity (Example)

Graduate School of XXXXX

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

(6)-1 Inputs from the Japanese Side

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

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

1 batch X fellows × 4 years = X fellows
From the year 2018 (Until 2020) : X fellows, From the year 2019 (Until 2021) : X fellows
From the year 2020 (Until 2022) : X fellows, From the year 2021 (Until 2023) : X fellows

(7) Inputs from the Viet Nam Side

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

(8) Qualifications

- 1) Nationality: Citizens of Viet Nam
- 2) Age: Between 24 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Posses a Bachelor Degree from universities authorized by the Government of Viet Nam or other countries
- 4) Work Experience:
 - Only government employees are eligible.
 - Has at least two (2) years of work experience in the public sector at the time of application (including at least six (6) months at the current organizations).
- 5) Others
 - Have a good command of both written and spoken English.
 - Must be mentally and physically in good health.
 - A person falls under the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

The Number of JDS Fellows to be accepted for next four years in the JDS Project in Vietnam

Priority Areas (Sub-Program)	Development Issues (Components)	University	Graduate School	Maximum number of JDS Fellows				
				1st batch	2nd batch	3rd batch	4th batch	Total
1. Promotion of Economic Growth and Strengthening of International Competitiveness	1-1 Strengthening of Market Economy System	Hitotsubashi University	School of International and Public Policy	3	3	3	3	12
		International University of Japan	Graduate School of International Management	3	3	3	3	12
		Kobe University	Graduate School of International Cooperation Studies	2	2	2	2	8
		International Christian University	Graduate School of Arts and Sciences	2	2	2	2	8
	1-2 Improving of Economic Infrastructure and Traffic Accessibility (Transportation)	Hiroshima University	Graduate School for International Development and Cooperation	2	2	2	2	8
		Nagaoka University of Technology	Graduate School of Civil and Environmental Engineering	3	3	3	3	12
		Saitama University	Graduate School of Science and Engineering	2	2	2	2	8
	1-3 Improving of Economic Infrastructure and Traffic Accessibility (Energy)	Hiroshima University	GS for International Development and Cooperation	3	3	3	3	12
2. Response to Fragility	2-1 Agriculture and Rural Development	Kyushu University	Graduate School of Bioresource and Bioenvironmental Sciences	4	4	4	4	16
		Tokyo University of Agriculture and Technology	Graduate School of Agriculture	2	2	2	2	8
		Tohoku University	Graduate School of Agricultural Science	2	2	2	2	8
	2-2 Responding to the Threats of Climate Change, Disaster, Environmental Destruction	Hiroshima University	Graduate School for International Development and Cooperation	2	2	2	2	8
		University of Tsukuba	Graduate School of Life and Environmental Sciences	4	4	4	4	16
		Kyoto University	Graduate School of Global Environmental Studies	2	2	2	2	8
3. Strengthening of Governance	3-1 Strengthening of the Legal System	Nagoya University	Graduate School of Law	3	3	3	3	12
		Kyushu University	Graduate School of Law	4	4	4	4	16
		Tohoku University	Graduate School of Law	2	2	2	2	8
	3-2 Strengthening of the Administrative Capacity	Meiji University	Graduate School of Governance Studies	4	4	4	4	16
		Rikkyo University	Graduate School of Business	3	3	3	3	12
		International University of Japan	Graduate School of International Relations	3	3	3	3	12
		Ritsumeikan Asia Pacific University	Graduate School of Asia Pacific Studies	3	3	3	3	12
		International Christian University	Graduate School of Arts and Sciences	2	2	2	2	8
Total				60	60	60	60	240

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Viet Nam
2. Target Priority (Sub-Program) Area: Promotion of Economic Growth and Strengthening of International Competitiveness
3. Operating Committee:
 Viet Nam Side: Ministry of Education and Training, Ministry of Planning and Investment
 Japanese Side: JICA Viet Nam Office

Itemized Table 1-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Promotion of Economic Growth and Strengthening of International Competitiveness
2. Component: Strengthening of Market Economy System
3. Main Target Organization: Ministry of Planning and Investment, Ministry of Finance, Ministry of Industry and Trade, State Bank of Vietnam, Vietnam Academy of Social Science, Government Office, Vietnam Women's Union

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

Vietnam sets a governmental target of industrialization by 2020 in its “Socio-economic Development Strategy (2011 - 2020)” and “Socio-economic Development Plan (2011 - 2015)”. These plans place a focus on sustainable growth of the nation through enhancing global competitiveness and capacity building of administrative officials in order to achieve an international integration and a stability of the society. Moreover, “Human Resource Development Strategy (2011 - 2020)” emphasizes cultivation of administrative officials capable of coping with changes in the world with the goal of global integration. It also focuses on strengthening administration, policymaking, and international laws as prioritized areas.

In order to achieve national target of industrialization by 2020, Vietnam needs to develop internationally competitive private sector. To this end, various economic institutions should be improved, and its operation system is necessary to be strengthened to meet the needs of market economy and WTO rules. However, while such economic institutions have improved to some extent, they have not been perfectly operated and human resources to maintain the system needs more capacity development.

In this sector, JDS project aims to promote international economic integration and trade facilitation, to implement and operate various economic systems required in the course of the transition from planned to market economy, and to foster human resources responsible for modernization of the finance sector through strengthening the function of the State Bank.

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

“Strengthening of Market Economy Systems” is set as one of the development issues under a priority area, “Promotion of Economic Growth and Strengthening International Competitiveness”, in “Country Assistance Policies for Vietnam” initiated by the government of Japan in the year of 2012. In order to solve the said issues, the government of Japan focuses on and supports the promotion of further

economic integration and international trade based on WTO accession and Japan-Vietnam Economic Partnership Agreement. It also supports reforms of economic institutions and its smooth operation necessary for the transition from planned economy to market economy, establishment of foundation to effectively achieve industrialization by 2020, and modernization of financial sector through strengthening the function of the State Bank of Vietnam. Furthermore, Japan improves business environment such as providing better residents for workforce to attract more investment.

In a program, “Market Economy System, and Fiscal and Financial Reforms”, in accordance with the priority area and development issue addressed by the government of Japan, JICA has supported improvement of market economy system to promote activities of private sector smoothly, state owned enterprises reform, and financial sector reform

The JDS project of Vietnam started in the year of 2000 and dispatched 484 participants in total through the 1st to 16th batch. 422 participants obtained master’s degree and returned to Vietnam. 159 participants were dispatched in the field of strengthening market economy system.

Relevant JICA Projects:

[Technical Cooperation Project]

- Project for Enhancing corporate finance management capacity to implement SOE restructuring
- Vietnam Bank Restructuring Support Project
- Project for strengthening the effectiveness of Viet Nam Automated Cargo Clearance System (VNACCS)
- Project on Tax Administration Reform in Vietnam (Phase IV)

[Expert]

- Advisor for Foreign Direct Investment

[Loan Aid]

- Economic Management and Competitiveness Credit (EMCC)

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 Viet Nam.

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

Hitotsubashi University / School of International and Public Policy

3 fellows / year total 12 fellows / 4 years

International University of Japan / Graduate School of International Management

3 fellows / year total 12 fellows / 4 years

Kobe University / Graduate School of International Cooperation Studies

2 fellows / year total 8 fellows / 4 years

International Christian University / Graduate School of Arts and Sciences

2 fellows / year total 8 fellows / 4 years

(5) Activity

Hitotsubashi University / School of International and Public Policy

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Organize sufficient advance preparations to smoothly conduct a research.	Before coming to Japan, JDS participants obtain basic mathematical skills necessary for economic analysis.
2) During study in Japan	
Obtain economic theory and approach in market economy that are fundamental for understanding and formulating necessary policies for strengthening of market economy system.	JDS participants acquire economic theory and approach through the subjects in core course such as macroeconomics, microeconomics, econometrics and economics of public policy. JDS participants also take special courses and tutorials to enhance mathematics and English language skills that are essential in profiting from the courses offered.
Obtain specific skills to analyze and evaluate policies.	Elective courses on policy-related, applied economics subjects such as tax policy, public finance, public investment, social security and monetary & fiscal policies, are offered to acquire necessary knowledge and skills to solve specific public policy problems.
Strengthen the ability to analyze issues and to forge a common understanding on issues, as well as to express one's ideas and to persuade others.	JDS participants attend a small-group seminar under an academic advisor for the duration of the program, to equip skills in thinking issues through multiple points of view and debating on them.
Gain experiences in coming up with theoretically consistent policy proposals.	Completing a high-quality Master's Thesis which is directly linked to the policy issues under the guidance of academic advisor, JDS participants acquire the skills to analyze and formulate policies.
Equip students with an understanding of how theory and practice interact in real-life policy settings.	Under Special Program, through seminars and lectures given by leading outside experts in specific policy areas, JDS participants gain a deeper understanding of real life policies. Visiting local governments and areas outside Tokyo, JDS participants understand public policy issues at the

	local level and exchange views with local government officials.
3) After return	
Utilize research results and maintain the network.	<p>The faculty travels to Vietnam on a regular basis. And through discussions with JDS returned participants and senior officials, the university gains a deeper understanding of the country's needs and further improve the program.</p> <p>The Program has held annual Alumni Seminars using the World Bank's video-conferencing/distance learning facility, with a view to providing continuing education for alumni, and to develop and maintain the alumni network.</p>

International University of Japan / Graduate School of International Management

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To Improve basic academic ability before enrolment	<p>Before enrolment, GSIM faculty members conduct various preparatory courses and orientations to Viet Nam JDS Fellows.</p> <p>Fellows will join preparatory courses for Math and Statistics, several pre-enrollment programs (e.g.: Basic course of finance and accounting, case study skills, Excel skills), Curriculum Guidance, English and Japanese Language Orientations, meetings with mentors.</p>
2) During study in Japan	
To learn theoretical foundation and expert knowledge	<p>In the first year, all fellows take compulsory subjects such as management strategic theory and corporate finance theory and obtain general knowledge on business management in the private sector</p> <p>In the second year, according to the selection of the fellows, the advanced subjects are taken</p>
To learn practical skills and applied skills at the field	<p>GSIM also offers a comprehensive Field Trip arrangement, which offers the Vietnamese Fellows opportunity to see infrastructure projects, special economic zones, industrial complexes etc. and learn various strategies about how to attract such. Also offered for JDS Fellows are special 2-3 days field trips to observe actual Japanese economic infrastructure projects in regional areas such as Okinawa and Hokkaido.</p> <p>GSIM has a regular program that invites industry experts or high government officials to speak to JDS Fellows. Past speakers include experts from Asian Development Bank, Japan Bank for International Development, government ministers, and corporate executives of Japanese multinational companies investing in foreign countries.</p>
To learn paper preparation method and others	Classes for academic writing are offered for two years. Japanese classes are also offered from beginner to advanced person.
3) After return	

To build and maintain network	University holds alumni receptions, and invites not only graduates but also many government officials and employees from the private sector which enables enhancing a good relationship between Japan and the country.
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Kobe University / Graduate School of International Cooperation Studies

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Pre-departure preparation in Viet Nam in order for the smooth study/ research in Japan	<p>Pre-enrollment training aimed at improving mathematical and statistical analysis capacity. Individual guidance before entrance based on research proposal (research theme setting, data collection, etc.).</p> <p>Approximately 4 months before students arrival, the supervisor closely contacts the international student, and the faculty in charge of JDS visits the field and instructs data collection, literature survey etc. individually</p>
2) During study in Japan	

Improve analysis skill and fundamental ability for forming the policy	<p>We provide "Economic Development Studies," "Development Management," "International Development Cooperation," "Human Capital Development," "Socio-economic Development Theory," etc. as subjects corresponding to the various challenges faced by developing countries.</p> <p>We invite experts on development issues from domestic and overseas to offer practical lectures mainly on case studies. We provide a large number of subjects such as political science, public administration, law, and disaster management, etc. related to development issues.</p>
Acquire practical skills related to policy	<p>Study tour to deepen the knowledge on "industrial policy" and "economic policy" visiting related companies/government agencies such as Toyota, Panasonic, Bank of Japan, Tokyo Stock Exchange, Tax College, etc.) Field survey in the research area (General Statistics Office, Ministry of Planning and Investment, others)</p>
Improve English academic writing skill	<p>"Academic writing" to strengthen the ability to write papers and "Mathematics for Social Science" for improvement for mathematical ability.</p> <p>Proof reading and guidance for individual students by English instructors from English speaking countries</p>
3) After return	
Utilization of outcome of research	Organize seminar to follow up and enhance the network after return.

International Christian University / Graduate School of Arts and Sciences

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Pre-departure preparation in Viet Nam in order for the smooth study/ research in Japan	Graduate school contact with fellows and provide necessary information for the smooth study and research after arrival.
2) During study in Japan	

Improve English academic writing skill	Experienced lecturer will guide academic writing in English in the class called "Writing for Researcher".
Acquire practical knowledge and skill	Provide networking opportunity and exchanging opinion with experts and researchers who work for addressing the development issues in developing countries in various sector through small seminar with government, international organization, and research institution. Also participate UN university global seminar, field trip and, academic conferences.
3) After return	
Enhance practical ability and build network with alumni and university	For the new attempt, every year university invite alumni as the guest to give lecture about important practical skills.

(6)-1 Inputs from the Japanese Side

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

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

1 batch	10 fellows × 4 years = 10 fellows
From the year 2018 (Until 2020)	: 10 fellows, From the year 2019 (Until 2021) : 10 fellows
From the year 2020 (Until 2022)	: 10 fellows, From the year 2021 (Until 2023) : 10 fellows

(7) Inputs from the Viet Nam Side

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

(8) Qualifications

- 1) Nationality: Citizens of Viet Nam
- 2) Age: Between 24 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Posses a Bachelor Degree from universities authorized by the Government of Viet Nam or other countries
- 4) Work Experience:
 - Only government employees are eligible.
 - Has at least two (2) years of work experience in the public sector at the time of application (including at least six (6) months at the current organizations).
- 5) Others
 - Have a good command of both written and spoken English.
 - Must be mentally and physically in good health.
 - A person falls under the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign

scholarship.

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

The Project for Human Resource Development Scholarship (JDS)

Basic Plan for the Target Priority Area

Basic Information of Target Priority Area (Sub-Program)

1. Country: Viet Nam
2. Target Priority (Sub-Program) Area: Promotion of Economic Growth and Strengthening of International Competitiveness
3. Operating Committee:
 Viet Nam Side: Ministry of Education and Training, Ministry of Planning and Investment
 Japanese Side: JICA Viet Nam Office

Itemized Table 1-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Promotion of Economic Growth and Strengthening of International Competitiveness
2. Component: Improving of Economic infrastructure and Traffic Accessibility
3. Main Target Organization: Ministry of Transport, Ministry of Construction, Hanoi City People's Committee, Ho Chi Minh City People's Committee, Ministry of Education and Training

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

For achieving sustainable economic growth, Vietnam should deal with increasing demand for transportation and rapid urbanization. Further, it requires improvement of transportation network that contributes to smooth and safe distribution of goods as well as human mobility. This improvement should be achieved through further development of physical infrastructure such as roads, railways, seaports and airports. Moreover, Vietnam has to deal with other issues such as development and quality control of human resources to operate and maintain the increasing property for transportation, improvement of institutions to make use of private sector resources, means for traffic safety, and formulation of long-term strategy to develop transport sector.

In this sector, JDS project aims to foster human resources responsible for strategically important infrastructures and managing urban transportation systems which support sound development of urban cities.

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

"Promotion of Economic Growth and Strengthening International Competitiveness" is set as one of the priority areas in the "Country Assistance Policies for Vietnam" initiated by the government of Japan in the year of 2012. Under the said policies, the government of Japan supports the country to develop arterial traffic and urban transport network in order to meet the demands for economic infrastructure which is increasing along with the economic growth.

In accordance with the Country Assistance Policies for Vietnam, in the priority area of "Improving of Economic Infrastructure and Traffic Accessibility", JICA supports following areas to improve basic infrastructures that are strategically important and to develop urban transportation network for sound development of cities:

1. Developing arterial roads such as north-south expressway, railways including north-south high-speed railway, deep sea ports, and airports in main cities.
2. Developing and improving air navigation and safety management system.

3. Improving transportation network such as ring roads and sub-urban bypasses in Hanoi City and Ho Chi Minh City, where population density is extremely high.
4. Developing mass transportation systems (urban railways).
5. Developing transport safety measures.

Formulating plans to develop infrastructure for transportation and developing human resources for construction and maintenance of transport facilities.

The JDS project of Vietnam started in the year of 2000 and dispatched 484 participants in total through the 1st to 16th batch. 422 participants obtained master's degree and returned to Vietnam. 35 participants were dispatched in the field of strengthening market economy system.

Relevant JICA Projects:

[Technical Cooperation Project]

- Project for Capacity Enhancement in Road Maintenance (Phase II)
- Project on Strengthening Management Ability of Operation and Maintenance Company for the Opening of Urban Railway Line 1 in Ho Chi Minh City.
- Project for Capacity Enhancement in Cost Estimation, Contract Management, Quality and Safety in Construction Investment Projects in Vietnam

[Expert]

- Urban Railway Transport Administration Advisor

[Loan Aid]

- Ho Chi Minh City Urban Railway Construction Project (Ben Thanh-Suoi Tien Section (Line 1))
- Hanoi City Urban Railway Construction Project (Nam Thang Long - Tran Hung Dao Section (Line 2))
- Lach Huyen Port Infrastructure Construction Project (Port)
- North-South Expressway Construction Project (Ben Luc - Long Thanh Section)

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 Viet Nam.

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

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

Nagaoka University of Technology / Graduate School of Civil and Environmental Engineering
 3 fellows / year total 3 fellows / 4 years

Saitama University / Graduate School of Science and Engineering
 2 fellows / year total 3 fellows / 4 years

(5) Activity

Hiroshima University / Graduate School for International Development and Cooperation

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Preliminary education for acquiring basics	<p>The preliminary education is provided to strengthen JDS fellows' knowledge for their researches by communicating with their planned main supervisors before departure to Japan, and to establish an advising team that will support their learning and research at the graduate level after coming to Japan.</p> <p>They are required to conduct self-study under the instruction of the main supervisors and submit reports on technical and policy issues and its measures via e-mail for preliminary supervisions.</p>
2) During study in Japan	
Acquire practical knowledge related to the development policy and technology of economic infrastructure	<p>Hiroshima University offers an education program jointly organized by the Development Policy Course and the Development Technology Course. Although the JDS candidates will choose one of the courses, they are able to take any courses provided by this joint program.</p> <p>Each of the JDS candidates is supervised by three faculty members: a main supervisor and two sub-supervisors. One of the two sub-supervisors is selected from another course.</p> <p>JDS fellows learn practical knowledge from professionals or specialists from other universities or institutions through a variety of seminars. They participate in academic or international conferences.</p>
Support for research by necessary materials and books	<p>To conduct researches smoothly, all JDS fellows are provided with specialized books, datasets, and/or other materials necessary for their research. In addition, spatial analysis software such as Arc GIS is also provided.</p>

Development of knowledge to write a master's thesis in English	Through special English language courses, "Graduate Writing I" and "Graduate Writing II.", JDS fellows can obtain essential skills in writing academic papers. In addition, they can utilize English proofreading by native speakers on their master theses.
Support for research by mentorship system	Under Special Program, at least one Ph.D. student is assigned to every JDS fellow for two years (mentorship system). JDS fellows are able to get appropriate advices and ample support on their research from the mentor whenever they want.
3) After return	
Utilize of knowledge and achievement.	Hiroshima University conducts a follow-up seminar in Cambodia within approximately one to two years after their graduation to see how they utilize the knowledge acquired in our course afterwards.

Nagaoka University of Technology / Graduate School of Civil and Environmental Engineering

Target	Contents/ Programs to achieve target
1) During study in Japan	
Improve practical skills	Nagaoka University of Technology has long experience of long-term internship since its establishment and obtains high appreciation. Students study practical issues at private companies or public office for 5 months. The JDS fellow is also dispatched to a private company or public office and obtains the ability
Improve fundamental skills of infrastructure planning and management	Fellows study basic subjects in infrastructure planning and management field which cover wide application range. Next, he studies "Transportation Demand Forecast", "Supply Chain Management", "Urban Planning and Development", and/or "Infrastructure Maintenance" according to his research topic.
Improve the policy making and administrative skills as government officer	Our school has frame agreement with Hokuriku Regional Development Bureau of MLIT. The JDS fellow learns the Japanese experience about administration of transportation through site visit and opinion-exchanging meeting, and develops the ability of policy design and administrative capability.
2) After return	
Improve knowledge and skill continuously through follow up activity after return	Co organize seminar on Asian transportation infrastructure with Vietnam Japan University (Prof. Kato Hironori) as the follow up activity.

Saitama University / Graduate School of Science and Engineering

Target	Contents/ Programs to achieve target
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1) During study in Japan	
Acquire broad range of knowledge about transportation infrastructure	The curriculum covers areas of civil and environmental engineering concerning infrastructure and urban development. Courses include construction science and technology such as structural engineering, concrete engineering, geotechnical engineering, as well as transportation and urban planning, disaster prevention and mitigation, environment protection and restoration, infrastructure management and so on.
Improve the capability of solving issues related to development issue in Viet Nam	Each two years a technical seminar about concrete bridges is organized by Saitama University, Japan Prestressed Concrete Institute, and Institute of Transportation Science and Technology from Ministry of Transportation of Vietnam, to strengthen technical exchange between Japan and Vietnam in the field of construction.
Improve practical ability related to transportation infrastructure in urban area	Students are offered opportunities of short-period internship or training in companies and institutes involving in infrastructure and urban development, in order to learning practical knowledge and technology.
2) After return	
Enhance the network of human resources, technique, and information	Every year, the alumni list is updated, and a newsletter is published and delivered to them. Many graduated students are working in universities. Collaborating with them, several education and academic treaties with their universities were established.

(6)-1 Inputs from the Japanese Side

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

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

1 batch 7 fellows × 4 years = 28 fellows
From the year 2018 (Until 2020) : 7 fellows, From the year 2019 (Until 2021) : 7 fellows
From the year 2020 (Until 2022) : 7 fellows, From the year 2021 (Until 2023) : 7 fellows

(7) Inputs from the Viet Nam Side

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

(8) Qualifications

1) Nationality: Citizens of Viet Nam
2) Age: Between 24 and 39 as of April 1 st in the year of dispatch (in principle)

3) Academic Background:

- Posses a Bachelor Degree from universities authorized by the Government of Viet Nam or other countries

4) Work Experience:

- Only government employees are eligible.
- Has at least two (2) years of work experience in the public sector at the time of application (including at least six (6) months at the current organizations).

5) Others

- Have a good command of both written and spoken English.
- Must be mentally and physically in good health.
- A person falls under the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Viet Nam
2. Target Priority (Sub-Program) Area: Promotion of Economic Growth and Strengthening of International Competitiveness
3. Operating Committee:
 Viet Nam Side: Ministry of Education and Training, Ministry of Planning and Investment
 Japanese Side: JICA Viet Nam Office

Itemized Table 1-3

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Promotion of Economic Growth and Strengthening of International Competitiveness
2. Component: Stable Energy Supply and Energy Conservation
3. Main Target Organization: Ministry of Industry and Trade, Ministry of Science and Technology, Ministry of Education and Training

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

Energy consumption and maximum amount of electricity in past 10 years in Vietnam grew on average 13-14 % per year, which was faster than its economic growth rates. Demand for electricity was 46,000GWh in 2005, and is currently estimated to increase to 257,000GWh in 2020 (5.6 times higher). It is also expected that Vietnam will shift to a net energy-importing country around 2015. In order to achieve long-term sustainable economic growth, new energy sources and electric transmission and distribution network should be developed to help promote electricity supply. It is also important to increase varieties of energy sources for stable electricity supply, develop primary energy and promote energy saving.

In this sector, JDS project aims to foster human resources responsible for formulating comprehensive energy policies, maintaining power generation infrastructure, and designing technical and safety standards.

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

"Improving of Economic Infrastructure and Traffic Accessibility" is set as one of the development issues under a priority area, "Promotion of Economic Growth and Strengthening International Competitiveness" in "Country Assistance Policies for Vietnam" initiated by the government of Japan in the year of 2012. In order to solve the said issues, the government of Japan focuses on following support for sustainable energy supply to meet the increasing energy demand needed for Vietnam's economic growth:

1. Formulating comprehensive energy policy, especially supporting the formulation of seventh electricity master plan.
2. Developing power plants, improving power distribution and transformation network, developing infrastructure for promoting private investment, and strengthening capacity of electricity supply by formulating standards for technology and safety.
3. Implementing policy for energy saving, introducing energy-saving facilities, and

fostering further energy saving by financial assistance.

Securing primary energy by financial assistance and others that is required to develop renewable energy

The JDS project of Vietnam started in the year of 2000 and dispatched 484 participants in total through the 1st to 16th batch. 422 participants obtained master's degree and returned to Vietnam. 11 participants were dispatched in the field of strengthening market economy system.

Relevant JICA Projects:

[Loan Aid]

- O Mon Thermal Power Plant and Mekong Delta Transmission Network Project
- O Mon Thermal Power Plant Unit No.2 Construction Project
- Nghi Son Thermal Power Plant Construction Project
- Thai Binh Power Plant and Transmission Lines Construction Project
- Thac Mo Hydropower Station Extension Project
- Power Transmission and Distribution Network Development Project (Loan for Electrical Sector)

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 Viet Nam.

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

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

(5) Activity

Hiroshima University / Graduate School for International Development and Cooperation

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	

Pre-departure preparation in Viet Nam in order for the smooth study/ research in Japan	Preliminary education aims to make accepted candidates prepare for studying advanced materials in our course through distance education. Candidates are provided with textbooks on basics of development technology and are required to conduct self-study under the instruction of professors. Candidates need to submit periodical reports by e-mail and take exams to confirm their achievements. In addition, candidates with low English ability are also provided with English language textbooks and are required to submit periodical reports by e-mail and take exams to improve their English skills.
2) During study in Japan	
Acquire energy technology assessment skill	Ability to assess the energy related technologies in both supply and demand through the related course works including [Energy Science and Technology], [Biomass Energy Technology], [Sustainable architecture I, II], [Marine Hydrodynamics], [Urban Engineering] and [Transportation engineering].
Acquire energy planning skill	Ability to develop energy planning through energy balance analysis, energy demand analysis and projection, electricity planning through the related course works and research seminar.
Acquire policy formulation skill	Ability to development of public policy including setup short- and long- terms social goals of energy and environmental policies and choice of policy instruments through the related course works in the field of environmental economics, development economics, urban and transportation economics, policy evaluation.
Acquire interdisciplinary debate skill	Ability to develop interdisciplinary and practical policy debate and dialogues through internship, practical seminar of debate exercise, and cross disciplinary and inter-laboratory research seminars.
3) After return	

Utilize the knowledge and technique at own workplace after returning to Viet Nam	In order to get feedback from graduates on how they utilize the knowledge acquired in our course and how we should improve the on-going JDS program, we hold a follow-up seminar in Vietnam after students going back to the country. We also provide advice and recommendations on practical issues from the academic view point. Information obtained from the seminar will be utilized to improve the quality of the JDS program and make sure that their knowledge and skills are used in the most effective and suitable ways for their work.
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(6)-1 Inputs from the Japanese Side

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

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

1 batch 3 fellows × 4 years = 12 fellows
 From the year 2018 (Until 2020) : 3 fellows, From the year 2019 (Until 2021) : 3 fellows
 From the year 2020 (Until 2022) : 3 fellows, From the year 2021 (Until 2023) : 3 fellows

(7) Inputs from the Viet Nam Side

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

(8) Qualifications

- 1) Nationality: Citizens of Viet Nam
- 2) Age: Between 24 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Posses a Bachelor Degree from universities authorized by the Government of Viet Nam or other countries
- 4) Work Experience:
 - Only government employees are eligible.
 - Has at least two (2) years of work experience in the public sector at the time of application (including at least six (6) months at the current organizations).
- 5) Others
 - Have a good command of both written and spoken English.
 - Must be mentally and physically in good health.
 - A person falls under the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Viet Nam
2. Target Priority (Sub-Program) Area:
3. Operating Committee:
 Viet Nam Side: Ministry of Education and Training, Ministry of Planning and Investment
 Japanese Side: JICA Viet Nam Office

Itemized Table 2-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Response to Fragility
2. Component: Agriculture and Rural Development
3. Main Target Organization: Ministry of Agriculture and Rural Development, People's Committee in Nghe An, People's Committee in Lam Dong, Ministry of Education and Training, Ministry of Health

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

Agriculture, forestry and fisheries industries are still important in Vietnam, accounting approximately 20% of the GDP and 50% of the working population, although its industrial structure has been changing because of economic growth. However, the income level of rural population which consists of approximately 70% of the nation's population remains low, and the gap of living standards between urban and rural areas is widening. Moreover, Vietnam has not achieved global competitiveness in agriculture due to inadequate quality and safety assurance for their products. Thus, innovation in techniques for agriculture and generating additional values in their products are vital to the sustainable development of agriculture and rural areas.

In this sector, JDS project aims to foster human resources who contribute to modernizing techniques for agriculture, utilizing local resources such as land and water, and vitalizing rural communities and agricultural economies.

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

"Response to Fragility (Response to the Negative Impacts Brought by Economic Development)" is set as one of the priority areas in the "Country Assistance Policies for Vietnam" initiated by the government of Japan in the year of 2012. Under the said policies, the government of Japan supports agricultural development and rural development in order to improve the social aspects and living, reduce poverty and correct disparity.

In accordance with the Country Assistance Policies for Vietnam, under the "Agriculture and Rural Development" program, JICA supports following areas as main targets:

1. Increasing agricultural productivity based on farmers' activities.
2. Industrial development utilizing local resources and conditions of location.
3. Promoting high-value added agricultural and fishery productions through improving institutions to secure food safety.
4. Strengthening food security by measures against cross-border infectious diseases.

The JDS project of Vietnam started in the year of 2000 and dispatched 484 participants in total through the 1st to 16th batch. 422 participants obtained master's degree and returned to Vietnam. 79 participants were dispatched in the field of agriculture and rural development.

Relevant JICA Projects:

[Technical Cooperation Project]

- Project for Enhancing corporate finance management capacity to implement SOE restructuring
- Vietnam Bank Restructuring Support Project
- Project for strengthening the effectiveness of Viet Nam Automated Cargo Clearance System (VNACCS)
- Project on Tax Administration Reform in Vietnam (Phase IV)

[Expert]

- Advisor for Foreign Direct Investment

[Loan Aid]

- Economic Management and Competitiveness Credit (EMCC)

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 Viet Nam.

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

Kyushu University, Graduate School of Bioresource and Bioenvironmental Sciences

4 fellows / year total 16 fellows / 4 years

Tokyo University of Agriculture and Technology, Graduate School of Agriculture

2 fellows / year total 8 fellows / 4 years

Tohoku University, Graduate School of Agricultural Science

2 fellows / year total 8 fellows / 4 years

(5) Activity**1) Kyushu University, Graduate School of Bioresource and Bioenvironmental Sciences**

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Pre-departure preparation in Viet Nam for the smooth study/ research in Japan	Textbooks along with necessary instructions for the pre-enrollment preparation study are provided.
2) During study in Japan	
Introduction of the Block Module System for the flexible field survey	Under the Block Module System, a semester is divided into three blocks. One course work is completed within each block, which lasts 4 weeks. Traditionally the semester system has been Two Semester System, under which the field survey has been conducted either during summer vacation or new year holiday, resulting in the potential difficulties in conducting a field survey on the most suitable time because of the seasonal factors in the subjected area. Block Module System enables more alternatives for the time of field survey based on the area's seasonal condition.
Development of research for addressing the issues specific to Vietnam	Kyushu University provide specified instructions on the master thesis and lectures at each laboratory for tackling challenges specific to Vietnam. Individual instruction aimed for more practical knowledge about Vietnam's issues is also prepared. Students are provided research instruction collaborated with Institute of Tropical Agriculture and other faculties regarding the environmental issues in Vietnam.
Acquisition of knowledge about practical Japanese agriculture system through training given at the farm or agricultural area.	In the lecture, training at irrigation facilities applicable to developing countries is conducted. For the purpose of development of organic agriculture which has high added value, students learn the farming system using ducks from Mr. Takao HURUNO, a prominent researcher on this field. In addition, through training at the terraced paddy field, students learn knowledge on ecotourism and agricultural product direct selling system.
3) After return	
Maintaining the relationship with the supervisors after graduation	For the purpose of ensuring the quality of instruction given to students, Kyushu University introduces Multiple Supervisor System, in which students are under supervision of at least three members; the main senior supervisor, sub-supervisor from the same field and the sub-supervisor from another field. In order to effectively establish and maintain the working relationship between the JDS Fellow and the

	supervisors, the whole program including the pre-enrollment program and post-return program is provided consistently by the same supervisors.
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2) Graduate School of Agriculture/ Tokyo University of Agriculture and Technology (TUAT)

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Training for technology and planning skill and strengthening problem-finding development	TUAT prepares technical subjects regarding improvement of agricultural technology policy and planning in agriculture and rural development, and international cooperation to improve problem-finding ability, whose lectures nurture the technology and planning skills which are necessary for sustainable agriculture and rural development in Vietnam.
2) During study in Japan	
Strengthening policy making ability	TUAT provides General Study Lectures including “General Aspect of Regional Development” and “Comparative Agricultural Technology” to strengthen policy making ability.
Enhancement of the practical planning and problem-solving abilities	Subjects for Thesis (Communication Exercise, Study Tour, and Subjective Exercise) contribute to learning practical planning and problem-solving abilities. Through those trainings, students acquire skills to deal with various subjects on agriculture and rural development.
Acquisition of skills of effective recommendation on agriculture and rural development and practical skills for tackling the various issues	Exercise and Research held based at each laboratory led by both the supervisor and the co-supervisors as well as Sub-course Lectures are provided for acquisition of skills of highly organized theses composition, effective recommendation of agriculture and rural development, and practical skills for tackling the various issues, which are based on the multidisciplinary perspectives and overall understandings of improvement of farming practices and techniques, management of regional resources and sustainable rural society and farm economy.
Learning of Japanese culture and life style	Japanese Language Courses are given credits, which promotes learning of Japanese culture and life style as well as Japanese language proficiency.
3) After return	
Enhancement of co-working academic activity utilizing network of TUAT after return	TUAT has established a wide network with graduates and the counterparts working at each area through many co-research activities with Vietnamese educational institution and provision of education to the Master and Doctor students from Vietnam for the

	past 20 years. Utilizing the asset of the network, students are given support for academic activities co-worked with the institutions and researchers above not to mention TUAT after their return.
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3) Tohoku University/ Graduate School of Agricultural Science

Target	Contents/ Programs to achieve target
4) Before arrival in Japan	
Acquisition of information necessary for pre-departure preparation	Tohoku University promotes the frequent contact between JDS Fellows and the future supervisors, who corresponds to their inquiries and provides consultation before their enrollment.
5) During study in Japan	
Acquisition of technical knowledge and practical research skills in the field of rural development	Professors who are specialized in rural development and related fields provides instructions of technical knowledge regarding rural development and practical survey and analysis methodology.
Nurture the practical research capacities necessary for administrative officials	Tohoku University prepares not only academic knowledge and research skills but also the opportunities to study Japanese food security system through field studies at the actual field of agricultural production, agricultural distribution system, Agricultural Cooperatives and farming companies.
Learning of fundamental knowledge and method regarding Development Economics and Agricultural Economics	Students are required to study Development Economics and Agricultural Economics in order to tackle the challenges in agribusiness, rural development and agricultural policy. Tohoku University provides fundamental knowledge and method of those fields through lecture subjects. Especially, for learning the practical knowledge on food security and agricultural distribution, students are provided lectures such as Food Economics, which is directly linked to the agricultural issues in Vietnam.
Strengthening the network among experts	Tohoku University invites researchers both from Japan and abroad to provide Special Lectures on Human Security.
Improvement of presentation skills	Tohoku University provides opportunities to deliver presentations on a regular basis at the laboratory seminar, Agricultural Economics and Human Security Joint Seminar (Collaborated with another faculty) aiming for mastering the logical and comprehensive presentation skills.
6) After return	
Enhancement of the inter-country relationship through the graduates network	After JDS Fellows' return, Tohoku University prepares opportunities for them to meet up with others

	graduates in Vietnam for the purpose of contribution to development of relationship between Japan and Vietnam.
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(6)-1 Inputs from the Japanese Side

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

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

1 batch 8 fellows × 4 years = 32 fellows
 From the year 2018 (Until 2020) : 8 fellows, From the year 2019 (Until 2021) : 8 fellows
 From the year 2020 (Until 2022) : 8 fellows, From the year 2021 (Until 2023) : 8 fellows

(7) Inputs from the Viet Nam Side

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

(8) Qualifications

- 1) Nationality: Citizens of Viet Nam
- 2) Age: Between 24 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Posses a Bachelor Degree from universities authorized by the Government of Viet Nam or other countries
- 4) Work Experience:
 - Only government employees are eligible.
 - Has at least two (2) years of work experience in the public sector at the time of application (including at least six (6) months at the current organizations).
- 5) Others
 - Have a good command of both written and spoken English.
 - Must be mentally and physically in good health.
 - A person falls under the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Viet Nam
2. Target Priority (Sub-Program) Area: Response to Fragility
3. Operating Committee:
 Viet Nam Side: Ministry of Education and Training, Ministry of Planning and Investment
 Japanese Side: JICA Viet Nam Office

Itemized Table 2-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Response to Fragility
2. Component: Responding to the Threats of Climate Change, Disaster, Environmental Destruction
3. Main Target Organization: Ministry of Natural Resource and Environment, Ministry of Agriculture and Rural Development, Ministry of Construction, Ministry of Planning and Investment, Ministry of Industry and Trade, Vietnam Academy of Science and Technology, Ministry of Education and Training, Ministry of Health, Vietnam Women's Union

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

Vietnam is one of the nations which are likely to suffer severe impacts caused by climate change such as saltwater intrusions in Mekong Delta through rising sea levels and increasing typhoon damages in midland regions. Moreover, the country faces various challenges, because of the recent economic growth, including increased greenhouse gas emissions due to the rising energy consumption, air and water pollution, increasing waste products, and loss of biodiversity on account of inappropriate land use.

In this sector, JDS project aims to foster human resources who contribute to policymaking and its operation in order to accommodate and reduce climate change, as well as to handle urban environmental issues, sustainable forest administration, conservation of biodiversity, and disaster prevention.

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

"Response to Fragility (Response to the Negative Impacts Brought by Economic Development)" is set as one of the priority areas in "Country Assistance Programs for Vietnam" initiated by the government of Japan in the year of 2012. Under the said policies, the government of Japan supports Viet Nam to address emerging environmental issues (urban environment, natural environment) caused by rapid urbanization and industrialization, and address threats such as disasters and climate change.

In accordance with the Country Assistance Policies for Vietnam, under the development issue "Responding to the Threats of Climate Change, Disaster, Environmental Destruction", JICA supports against issues on water contamination, air pollution, water management, and the deterioration in public sanitation caused by insufficient system of water supply, sewerage, and water waste treatment facilities.

With regard to the responses to the negative impacts by climate change, JICA supports to mitigate (adaptation) the negative impacts by climate change on society, and also to strengthen the capacity to

formulate and implement policies to mitigate (mitigation) the GHG emission which is the cause of climate change.

For disaster management, JICA supports developing measures of public administration against natural disasters such as improving infrastructure and disaster management means using ICT including satellites and sensor network and cloud computing. Japan also supports to strengthen community-based disaster management.

In order to solve issues regarding to nature convention, JICA continues to provide technical supports and help enhance the capacity of relevant institutions as it proposes convention of forest carbon stocks, and sustainable management of forests and enhancement of forest carbon stocks (REDD+).

The JDS project of Vietnam started in the year of 2000 and dispatched 484 participants in total through the 1st to 16th batch. 424 participants obtained master's degree and returned to Vietnam. 50 participants were dispatched in the field of environment, climate change, and disaster management.

Relevant JICA Projects:

[Technical Cooperation Project]

- Project for Capacity Development on Integrated Management of Multiple Solid Waste
- The Project on Capacity Development for Urban Water Supply Utilities in the Central Region
- Establishment of Meteorological and Hydrological Observation and Forecasting System for Early Warning and Information Dissemination

[Expert]

- Environmental Policy Advisor
- Advisor for Urban Environment (Sewerage) Policy
- Advisor for Support Program to Respond to Climate Change

[Loan Aid]

- Support Program to Respond to Climate Change

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 Viet Nam.

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

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

University of Tsukuba/ Graduate School of Life and Environmental Sciences
4 fellows / year total 16 fellows / 4 years

Kyoto University / Graduate School of Global Environmental Studies
2 fellows / year total 8 fellows / 4 years

(5) Activity

Hiroshima University/ Graduate School for International Development and Cooperation (IDEC)

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Support of deepening the knowledge of the research theme and pre-departure preparation for upcoming lectures and research	Students are provided with suitable textbooks from the future supervisor. They are also assigned to write reports regarding the summary of technical and political issues for the sustainable infrastructure placement and the recommendations against each of the challenges. The future supervisor manages the submitted reports and provides instructions and advice to the student.
2) During study in Japan	
Acquisition of the Impact Assessment Method	Students obtain the ability to assess the future changes and impacts in terms of urban environment, climate and disaster risks, ecosystem and agriculture through the related course works in the fields of engineering (civil engineering and architecture), ecology and meteorology.
Learning simulation techniques for future projections	Students acquire the capacities to simulate the future changes in terms of urban environments due to rapid urbanization and its expansion, natural disasters due to typhoons and climate changes, and conservation of forest and biodiversity through a series of related lectures and practical seminars.
Nurturing capacities of environmental policy formulation	Students are provided lectures to foster the ability in terms of development of public policy including setup short- and long- terms social goals of environmental and disaster prevention policies and choice of policy instruments through the related course works in the field of environmental economics, urban, transportation economics and policy evaluation.

Fostering interdisciplinary debate skills	IDEC prepares opportunities to develop interdisciplinary and practical policy debate and dialogues through internship, practical seminar of debate exercise, and cross disciplinary and inter-laboratory research seminars.
Training for thesis writing	A JDS student will be supervised by three professors composed by one main supervisor and two sub supervisor. Through attending the seminar held by the main supervisor as well as the instruction given by the sub supervisors, student can enhance research contents by obtaining knowledge of research methods in difference academic fields.
3) After return	
Putting the gained knowledge and skills into practice at the belonging workplace	IDEC holds a follow-up seminar in Vietnam after the JDS Fellows' return. Based on the feedback from graduates on how they utilize the knowledge acquired in the program, the JDS program is improved to suit the requirement of their belonging workplace.

University of Tsukuba/ Graduate School of Life and Environmental Sciences

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Support of pre-departure preparation for making a smooth start on research at time of arrival	The SUSTEP Committee encourages study of basic mathematics (especially basic statistics and method of data analysis) by e-learning system. Students are also provided with support of the tutor in charge which starts from one month before enrollment and covers five to ten hours.
2) During study in Japan	
Establishment of International Seminar and Global Networking among Experts	The SUSTEP Committee will organize JDS international seminars for JDS Fellows by inviting internationally renowned scholars from universities or research institutions in Japan or overseas, where JDS Fellows will not only listen to the speakers but also present about the development issues in the first year, and their thesis research topics in the second year followed by receiving comments from the guests for further revision. Academic networks established at the seminars will contribute to the responsible task at their belonging workplaces after graduation.
Fostering the capacities of analytical perspectives on the development issues within an international context.	The SUSTEP Program Committee selects internship places from universities or research institutions in the world and provides training in collaboration with them regarding environmental preservation and adaptation to climate change. Through the training system, the

	Fellows can expand knowledge of good practices, and develop analytical perspectives on the development issues within an international context. In addition, the supervisors instruct the method of the field survey directly at the field, if necessary.
Acquisition of practical skills suitable to tackle the development issues of the Fellow's country	Other than preexisting domestic internships, the SUSTEP Committee organizes internships for JDS Fellows. Depending on the needs of Fellows, the practical field work is provided collaborated with research institutions related to the environmental problems such as National Institute for Environmental Studies.
Improvement writing skills in English	Tsukuba University prepares 15 weeks of English writing courses whose level ranges from beginner to advanced one for the continuous instruction. In terms of the individual instruction, the supervisors give instructions of academic and logical composition through assignment regarding the related literature review.
3) After return	
Support for creating network after return and improving the thesis skills	Tsukuba University holds a follow-up seminars where graduates make a presentation on their research and are provided support of creating network among researchers and improving the academic thesis writing skills, if necessary.

3) Kyoto University / Graduate School of Global Environmental Studies

Target	Contents/ Programs to achieve target
1) During study in Japan	
Fostering the capacities of applying management skills to environmental problems	Master's Program in Environmental Management holds researchers from various academic field such as legal philosophy, policy, economics, natural resources, environmental education, and environmental technology, which enables a curriculum covering a wide range of challenges such as mitigation measures against climate change, water and air pollutions, waste management, management of natural resources and ecosystems, disaster mitigation, etc.
Nurturing the capacities necessary for practitioners and researchers in the field related to environmental issues	Students are required to participate in the internship and field study program which lasts three months, where students are trained for problem-finding and problem-solving skills.

Improvement of the practical skills applicable to the development challenges specific to Vietnam	Graduate School of Global Environmental Studies provides instructions suitable to each of the development challenges that each students tackles at their belonging workplace by utilizing the network developed by co-work experience with Hanoi University of Science, Hue University and Da Nang University of Technology.
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(6)-1 Inputs from the Japanese Side

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

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

1 batch 8 fellows × 4 years = 32 fellows
 From the year 2018 (Until 2020) : 8 fellows, From the year 2019 (Until 2021) : 8 fellows
 From the year 2020 (Until 2022) : 8 fellows, From the year 2021 (Until 2023) : 8 fellows

(7) Inputs from the Viet Nam Side

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

(8) Qualifications

- 1) Nationality: Citizens of Viet Nam
- 2) Age: Between 24 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Posses a Bachelor Degree from universities authorized by the Government of Viet Nam or other countries
- 4) Work Experience:
 - Only government employees are eligible.
 - Has at least two (2) years of work experience in the public sector at the time of application (including at least six (6) months at the current organizations).
- 5) Others
 - Have a good command of both written and spoken English.
 - Must be mentally and physically in good health.
 - A person falls under the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Viet Nam
2. Target Priority (Sub-Program) Area: Strengthening of Governance
3. Operating Committee:
 Viet Nam Side: Ministry of Education and Training, Ministry of Planning and Investment
 Japanese Side: JICA Viet Nam Office

Itemized Table 3-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Strengthening of Governance
2. Component: Strengthening of the Legal System
3. Target Organization: Ministry of Justice, Supreme People's Court, Supreme People's Prosecution, Ministry of Industry and Trade, Ministry of Foreign Affairs, Ministry of Education and Training, Ministry of Public Security, Ministry of Labour Invalids and Social Affairs, Vietnam Women's Union

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

Vietnam has implemented legal and judicial reforms based on its own strategies, but the reform has not been completed yet. With regard to strengthening of judicial functions of Vietnam, Japan provides assistance in legislation, revision of laws, and development and improvement of institutions necessary to administering laws. In addition, Japan conducts assistance to human resources training in order to build operational capabilities at field level including provinces, disseminating information regarding laws, and improving access to judiciary, making them mutually collaborated in an organic manner.

In this sector, JDS project aims to foster human resources responsible for legislative policies, planning and operating judicial agendas. These human resources are expected to contribute to strengthening of judicial functions of Vietnam while acquiring knowledge on Japanese legislative and judicial system and cooperating with the other assistance to Vietnam stated above.

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

"Good Governance" is set as one of the priority areas in "Country Assistance Policies for Vietnam" initiated by the government of Japan in the year of 2012. Under the said policies, the government of Japan supports the country to enhance its capacity of improving and executing the legal system.

In accordance with the Country Assistance Policies for Vietnam, under the "Strengthening Judicial and Administrative Functions" program, JICA supports legal and judicial reform combining various supports, such as formulation and revision of laws, establishing and improving institution necessary to implement laws, capacity development for implementing laws at local level, distributing relevant information, and improving access to judicature .

The JDS project of Vietnam started in the year of 2000 and dispatched 484 participants in total through the 1st to 16th batch. 422 participants obtained master's degree and returned to Vietnam. 79 participants were dispatched in the field of laws.

Relevant JICA Projects:

[Technical Cooperation Project]

- Technical Assistance for the Legal and Judicial System Reform (Phase 2)

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 Viet Nam.

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

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

2) Project purpose

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

(3) Verifiable Indicators**1) Ratio of JDS participants who obtain Master's degree****2) Enhancement of the capacity of JDS returned participants on research, analysis, policy making and project operation/ management after their return.****3) Policy formulation and implementation by utilizing the study outcomes of JDS returned participants.****(4) Number of JDS Participants and Accepting University**

Nagoya University / Graduate School of Law	3 fellows / year	total 12 fellows / 4 years
Kyusyu University / Graduate School of Law	4 fellows / year	total 16 fellows / 4 years
Tohoku University / Graduate School of Law	2 fellows / year	total 8 fellows / 4 years

(5) Activity**1) Nagoya University / Graduate School of Law**

Target	Contents/ Programs to achieve target
1) During study in Japan	
Acquisition of fundamental and technical knowledge	The program entails a comprehensive curriculum of subjects including core subjects such as fundamental legal theory, and foundational courses which include Japanese Civil Code, Japanese Civil Procedure Code, and the Japanese Political System. The program aims to enable students to carry out comparative studies between the legal system of their own country and other countries, including Japan. In addition, special lectures and workshops are provided as part of the JDS special program. These special lectures are given by distinguished scholars and legal experts from within Japan and overseas in the areas

	related to the JDS fellows' selected topics to share the updated legal information in each county and to build up relationship and networking among each other.
Nurturing the skills of thesis composition	JDS fellows receive individual and specialized regular tutorials for master theses. In addition, Graduate School of Law provides Academic Writing courses led by native English lecturer. And also, JDS Fellows are provided with literature related to their specialized field of study and are sent to international conferences or encouraged to conduct interviews under the guidance of their supervisors.

2) Kyusyu University / Graduate School of Law

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Support of pre-departure preparation for acquisition of the basic knowledge	Kyushu University provides "distance learning" as a special program, in which students are trained for half a year before the arrival. JDS Fellows are required to read reference which the future supervisor selects depending in the Fellow's research theme, to write summary of the reading materials and to prepare for the presentation under supervision of the supervisor.
2) During study in Japan	
Acquisition of fundamental and technical knowledge	Focusing on international economic and business law, and comparative jurisprudence, JDS participants learn a wide range of legal knowledge in contemporary international trade and business, as well as development and reform of legal system in Japan and other developed nations from the both theoretical and practical perspectives. The "JDS Forum" allows JDS participants the opportunity once a month to meet the teachers and receive practical advice on essay writing, thesis and research paper preparation, making presentations in English, creating a PPT presentation and debating. Through these exercises, JDS participants make up for the necessary abilities on study, formation of research concept and presentations.
Acquisition of understanding about Japanese culture and cultivate international sense.	As complying with an educational model that achieves the purpose of JDS project, Kyushu University educates young government officials who will become future leaders and promote bilateral relations with Japan. "JDS Front" provides great opportunities to fully enhance the international mindedness through

	participations for international conferences and seminars.
3) After return	
Utilization of outcome of research	By regularly keeping in touch with JDS returned participants through e-mails and having a reunion during a professor's stay for Technical Interview and Pre-Arrival Training, Kyushu University maintains good international relationships through the activities with JDS returned participants.

3) Tohoku University / Graduate School of Law

Target	Contents/ Programs to achieve target
1) During study in Japan	
Improvement of practical ability based on the theory	Guidance by the professors who have practical experience in International Court of Justice, Supreme Court, International Tribunal for the Law of the Sea, International Criminal Court.
Improvement of the academic writing and presentation skill in English	Acquire the academic writing and presentation experience by the research and the presentation at the seminar with small group members.
Cultivate the multi perspective view in the conflict	Conduct the field trip to Tokyo using Special Program. Cultivate the multi perspective view by hearing the opinion from related ministries and thinktank in the field of international law.

(6)-1 Inputs from the Japanese Side

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

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

1 batch 9 fellows × 4 years = 36 fellows
From the year 2018 (Until 2020) : 9 fellows, From the year 2019 (Until 2021) : 9 fellows
From the year 2020 (Until 2022) : 9 fellows, From the year 2021 (Until 2023) : 9 fellows

(7) Inputs from the Viet Nam Side

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

(8) Qualifications

1) Nationality: Citizens of Viet Nam
2) Age: Between 24 and 39 as of April 1 st in the year of dispatch (in principle)
3) Academic Background:
- Posses a Bachelor Degree from universities authorized by the Government of Viet Nam or other countries

4) Work Experience:

- Only government employees are eligible.
- Has at least two (2) years of work experience in the public sector at the time of application (including at least six (6) months at the current organizations).

5) Others

- Have a good command of both written and spoken English.
- Must be mentally and physically in good health.
- A person falls under the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Viet Nam
2. Target Priority (Sub-Program) Area: Strengthening of Governance
3. Operating Committee:
 Viet Nam Side: Ministry of Education and Training, Ministry of Planning and Investment
 Japanese Side: JICA Viet Nam Office

Itemized Table 3-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Strengthening of Governance
2. Component: Strengthening of the Administrative Capacity
3. Main Target Organization: Ministry of Home Affairs, Ministry of Finance, Office of the National Assembly, Government Office, Ho Chi Minh National Academy of Politics, Government Inspectorate, People's Committee in provinces, Ministry of Education and Training, Ministry of Public Security, Ministry of Health, Ministry of Labour Invalids and Social Affairs

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

Vietnam has faced big changes both in society and economy in past 20 years. However, administration reform has not been implemented in appropriate speed and its quality seems to be deficient. Now, the Government faces various related issues. In particular, as Vietnam has achieved development to a certain degree, policy issues have become more complicated and advanced. Consequently, many policies are formulated but not well operated. Moreover, income gap among citizens is expanding, thus it is more important to reflect citizen's opinions on public administration. Based on this situation, the Vietnamese government and the Communist Party, which is the supervising body of the government, focus more on institutional reforms of public administration.

In this sector, JDS project aims to foster human resources who contribute to policymaking, improving management, ensuring justice, fairness, neutrality, and transparency of administration in the whole government including provinces.

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

"Good Governance" is set as one of the priority areas in "Country Assistance Policies for Vietnam" initiated by the government of Japan in the year of 2012. Under the said policies, the government of Japan supports the country to ensure justice, fairness, neutrality, and transparency of the governance.

In accordance with the Country Assistance Policies for Vietnam, under the "Strengthening Judicial and Administrative Functions" program, JICA supports the reform of education and training programs as improvements of policy formulation and implementation are taken into consideration. In addition, JICA strengthens the nation-wide comprehensive coordination mechanism in Vietnam. This is aimed to improve the system that coordinates relevant policies as well as formulates policies for priority issues. Furthermore, Japan helps institutional reform for civil servants and administration authorities to formulate and implement better policies for priority issues.

The JDS project of Vietnam started in the year of 2000 and dispatched 484 participants in total through the 1st to 16th batch. 422 participants obtained master's degree and returned to Vietnam. 63 participants were dispatched in the field of governance.

Relevant JICA Projects:

[Technical Cooperation Project]

- Advisor for Training Management in Ho Chi Minh National Academy of Politics
- Project for Capacity Development of the National Assembly
- Supporting Civil service Reform

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

Meiji University / Graduate School of Governance Studies

4 fellows / year total 16 fellows / 4 years

Rikkyo University / Graduate School of Business

3 fellows / year total 12 fellows / 4 years

International University of Japan / Graduate School of International Relations

3 fellows / year total 12 fellows / 4 years

Ritsumeikan Asia Pacific University (APU) / Graduate School of Asia Pacific Studies (GSA)

3 fellows / year total 12 fellows / 4 years

International Christian University / Graduate School of Arts and Sciences

2 fellows / year total 8 fellows / 4 years

(5) Activity

1) Meiji University / Graduate School of Governance Studies

Target	Contents/ Programs to achieve target
1) During study in Japan	
Enhancement of the discipline on the specialized field, case analyses of economic development, political and administrative reforms and the knowledge on governance issues	Graduate School of Governance Studies provides three programs; Public Policy, International Development Policy, and Community Planning and Management so that students can develop their own study plan based on the chosen program by learning necessary subjects from another study of field.
Acquisition of the knowledge on global and local issues and skills for public policy formulation and implementation	Graduate School of Governance Studies invites distinguished scholars from Japan or abroad and prepares special lecture related to the Fellows' research theme. It also arranges Joint multi-lingual (English and Japanese) courses for fostering exchange between Japanese and international students, as well as fieldwork (site visits) opportunities for visiting various fields of practice in Japan. In addition, various field studies are provided to nurture practical insight into Japanese public policy formulation and implementation.
2) After return	
Utilization of outcome of the research	Follow-up seminar and other opportunities for developing network are organized after their return.

2) Rikkyo University / Graduate School of Business

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Deepening the knowledge on the research theme before the arrival and making pre-departure preparation for the upcoming lectures and research	Pre-enrollment lectures which covers basic mathematics, statistics, and research methodology, are prepared for JDS Fellows shortly after the arrival depending on the needs of the students.
2) During study in Japan	
Enhancement of the fundamental knowledge on policy formulation, implementation, analysis and evaluation	In the first year, through mandatory courses, students acquire fundamental knowledge in Public Management and Economics as well as analytical skills and tools. In the second year, students can gain diverse and inter-disciplinary points of views to apply basic knowledge and analytical skills to a wide range of problems by taking elective courses.
Acquisition of the capacities to review, formulate, implement, manage, analyze and evaluate development challenges and public policies.	Graduate School of Business allocates the most suitable supervisor for consistent support to the Fellows from narrowing down the research question and situating it into a broader academic debate, to analyzing data and completing the final draft under the close supervision of the supervisor.

Promotion of the practical knowledge and skills	Special lectures whose speakers are invited from the public sector or private companies in Japan are arranged to learn specialized knowledge from distinguished specialists. In addition, field trips to ministries in the central government, some sub-national governments or private companies are also prepared for connecting academic knowledge to the practical skills through exchanging opinions with the administrative officials in Japan.
Support for learning the way of thinking and behaviors of Japanese people by daily interaction with Japanese students	International students account for only 25% of all students and the rest of students are Japanese in Graduate School of Business. JDS Fellows are very likely to have a daily interaction with Japanese students and learn the way of thinking and behaviors specific to Japanese people, leading to understanding of Japanese culture.
3) After return	
Enhancement of the outcome of the research after the return	Outstanding students are given opportunities to publish co-authored articles with the supervisor as well as to report the result of research at international conference. The publication in the academic journal proves their highly-qualified skills in policy analysis and can be an advantage in further pursuing their professional and academic careers.

3) International University of Japan / Graduate School of International Relations

Target	Contents/ Programs to achieve target
1) During study in Japan	
To obtain specialized knowledge and advanced analytical skills related to economic development policy	<p>Under the Coursework, all Fellows must complete 9 required courses (17 credits), including Public Management, Public Administration, Public Policy Process, Public Policy Modeling, and Public Finance and Budgeting, which provide basic knowledge and skills for public management and policy analysis.</p> <p>Three advanced seminars (6 credits) are also required for three terms to facilitate communication between scholars and their supervisors.</p> <p>Fellows need to take elective courses to earn at least 21 credits. 8 credits out of the 21 must come from elective courses, such as Public Organization Theory, Public Human Resource Management, Public Information Policy and Management, Local Government and Public Services, and Public Management Information Systems, that are listed in</p>

	the curriculum handbook. Fellows also need to take other elective courses or Graduate School of International Management courses to acquire remaining 13 credits.
To learn practical skills and applied skills at the field	Under the Special Program, prominent guest speakers will be invited from other universities, foreign governments, etc. and case studies, seminars, and workshops on agenda policy practices will be conducted. Also, video conferences and seminars with organizations in various countries will be held by utilizing IUJ's video conference system. Furthermore, IUJ organizes field trips to government organizations and private companies in Japan.
2) To learn practical skills and applied skills at the field	

4) Ritsumeikan Asia Pacific University (APU) / Graduate School of Asia Pacific Studies (GSA)

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Enhancement of the knowledge on the research theme before the arrival and support for pre-departure preparation for the upcoming lectures and research	APU arranges the pre-enrollment meeting between the student and the future supervisor for the smooth start at the time of arrival.
2) During study in Japan	
Improvement of the practical knowledge and skills	Special seminars inviting guest speakers from international organizations, governmental departments and corporations with international outreach are organized approximately once a month for providing students with the opportunity to be exposed to first class knowledge and experience and have an incentive for further efforts. Other appropriate special programs are developed and implemented, depending on the specific needs of students concerned to enhance their practical skills apart from focusing too much on academics.
Nurturing the thesis writing skills in English	APU prepares the courses for improvement of academic writing skills in English throughout the Fellow's program. In addition, students are offered individual instruction on the master thesis and the research reports.
Fostering the leadership	Special seminars regarding data analysis, improvement of presentation skills and leadership are prepared during the program.
3) After return	

Support for developing network among graduates	APU's Alumni Association has 28 chapters all over the world administered by APU graduates and there are 2 chapters in Vietnam – one in Hanoi and another in Ho Chi Minh. In addition, some graduates work for Ministry of Industry and Trade of Vietnam, Ministry of Foreign Affairs North-East Asia Department and Ministry of Planning and Investment. APU supports career development of JDS Fellows by matching them with the other distinguished graduates.
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5) International Christian University / Graduate School of Arts and Sciences

Target	Contents/ Programs to achieve target
1) During study in Japan	
Improvement of thesis writing skills	“Writing for Researchers” lectured by the experienced teachers from “English for Liberal Arts” helps graduate students successfully engage in searching academic resources and build the foundation to write research papers and master thesis in English in their chosen discipline. In addition, time for seminars is periodically taken and opportunities are provided for debate and detailed advising with faculty advisors in order to respond to the individual needs of each student to develop students’ master thesis project.
Acquisition of the fundamental knowledge and methodology for research needed for empowerment and improvement of public policy	ICU prepares foundation courses such as “Public Policy” and “Research Design and Methodology” for providing the fundamental knowledge and methodology for research needed for empowerment and improvement of public policy.
Fostering the capacities as a practitioner	Students are offered many opportunities to enhance students’ ability as a practitioner through the site visit to central government agencies and Mitaka city hall and guest lectures by inviting staffs from international organizations, officers from a national or municipal government so that students can learn how to enhance governance at local and national levels. And also, professors introduce to students a seminar, international conference or academic meeting depending on their research interest, and sometimes lead them if needed.
Deepening understanding on the global movement	Students have opportunities of participation 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 many faculty members from abroad. The potential supervisors of

	the JDS Fellows have experience in international organizations such as the Asian Development Bank (ADB), the World Bank and various United Nations (UN) programs, which enables them to supplement practical instructions based on their own experiences.
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(6)-1 Inputs from the Japanese Side

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

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

1 batch 15 fellows × 4 years = 60 fellows
 From the year 2018 (Until 2020) : 15 fellows, From the year 2019 (Until 2021) : 15 fellows
 From the year 2020 (Until 2022) : 15 fellows, From the year 2021 (Until 2023) : 15 fellows

(7) Inputs from the Viet Nam Side

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

(8) Qualifications

- 1) Nationality: Citizens of Viet Nam
- 2) Age: Between 24 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Posses a Bachelor Degree from universities authorized by the Government of Viet Nam or other countries
- 4) Work Experience:
 - Only government employees are eligible.
 - Has at least two (2) years of work experience in the public sector at the time of application (including at least six (6) months at the current organizations).
- 5) Others
 - Have a good command of both written and spoken English.
 - Must be mentally and physically in good health.
 - A person falls under the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

Summary of the Result of Needs Survey on Main Target Organizations

Basic Information

1. How many full time staff hold the following degree in your organization excluding affiliates?

(14/20: Number of organizations which answered to this question. Out of 20 organizations which replied to the questionnaire)

Degree	Average
Master	27.5%
Doctor	6.3%

Ratio of officials who have Master's / Doctor's Degree (14/20)

	Organization	Master	Doctor
1	Ho Chi Minh National Academy of Politics	46.3%	36.0%
2	Vietnam National University of Agriculture	40.1%	13.7%
3	Vietnam Academy of Science and Technology	22.2%	13.1%
4	Ministry of Science and Technology	27.2%	7.5%
5	Ministry of Industry and Trade	31.9%	5.5%
6	Ministry of Labor-Valid and Social Affairs	48.6%	2.0%
7	State Bank of Viet Nam	18.9%	0.9%
8	Ministry of Justice	5.4%	0.5%
9	Lam Dong People's Committee	5.5%	0.2%
10	Government Inspectorate	7.0%	0%

2. How many full time staff are currently studying abroad in your organization excluding affiliates?
(12/20)

Master's Degree (Top 5)

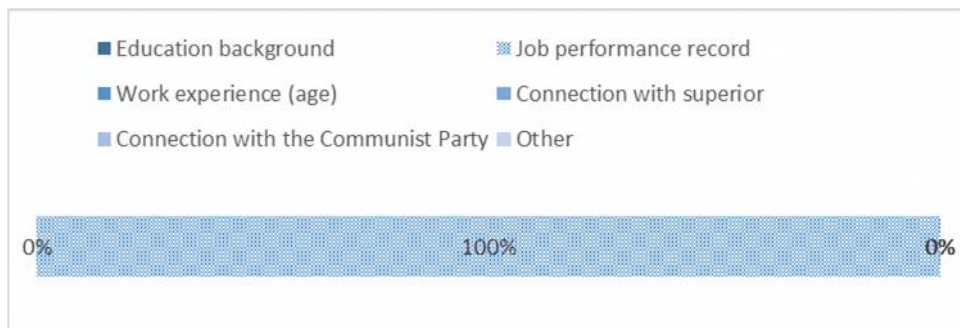
	Organization	Number
1	Ministry of Construction	29
2	Ministry of Justice	13
3	Ministry of Finance	12
4	Ministry of Planning and Investment	10
5	Ministry of Labor-Valid and Social Affairs	6

Doctor's Degree (Top 5)

	Organization	Number
1	Ministry of Construction	13
2	Lam Dong People's Committee	11
3	State Bank of Viet Nam	8
4	Ho Chi Minh National Academy of Politics	7
5	Ministry of Planning and Investment	6

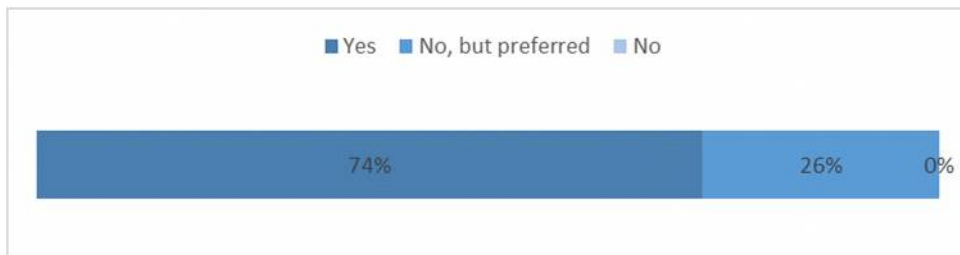
Personnel System

1. What is the most important factor for job promotion in your organization? (18/20)

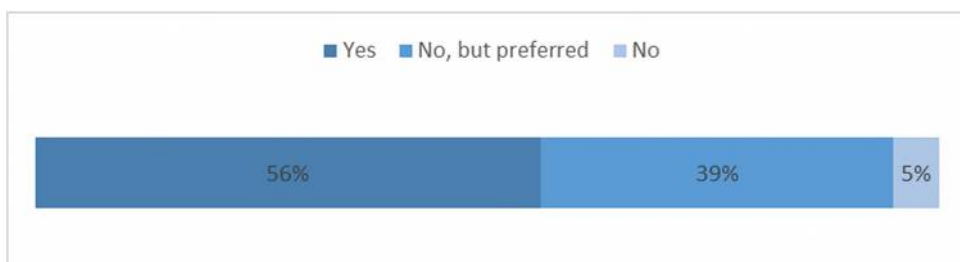


*4 organizations marked more than two answers including “Job performance record”.

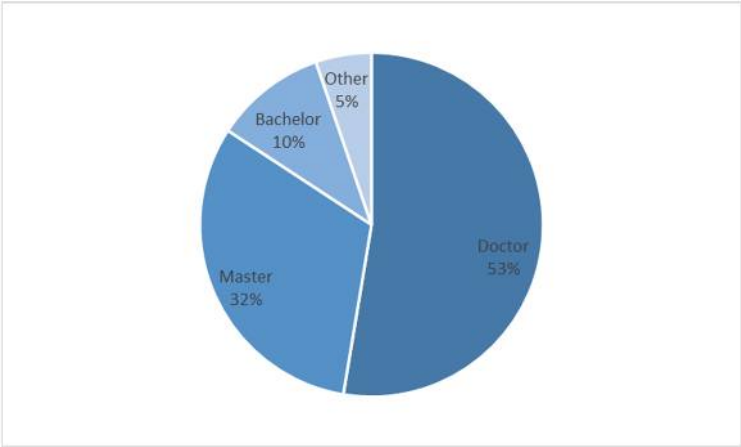
2. Is Master's degree necessary for career path in your organization? (19/20)



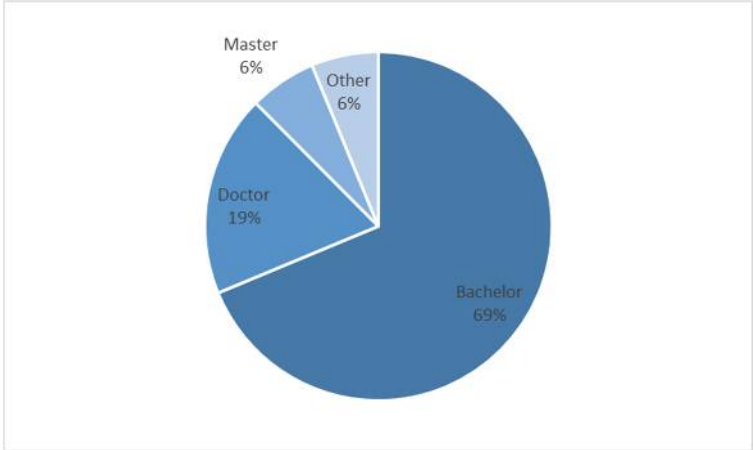
3. Is Doctoral degree necessary for career path in your organization? (18/20)



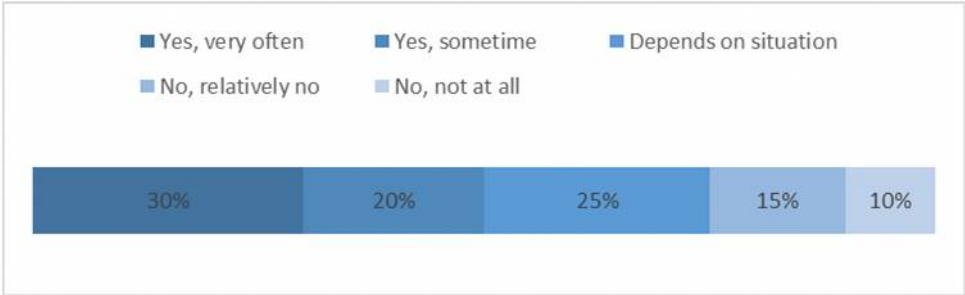
4. What is the final education background of the Minister/President in your organization? (19/19)



5. What is the educational qualification to be Director General in your organization? (16/20)



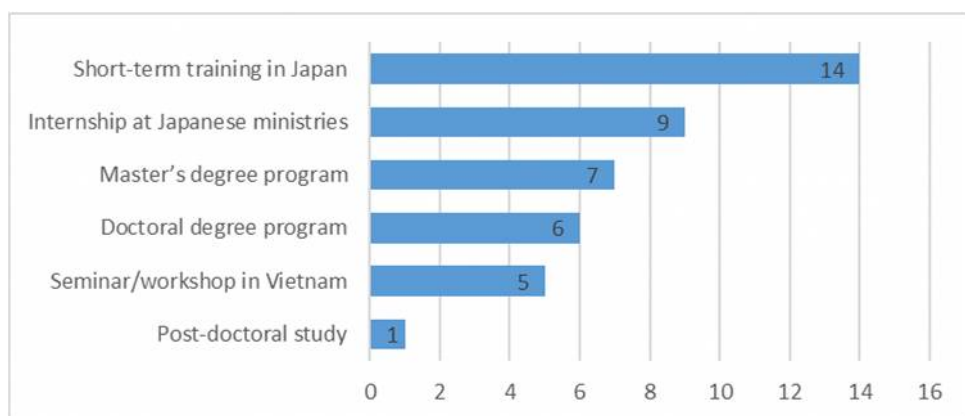
6. In the job rotation system in your ministry, is it common for professors of universities belonging to ministry to take director posts in the head office such as Minister, Vice Minister or Director General? (20/20)



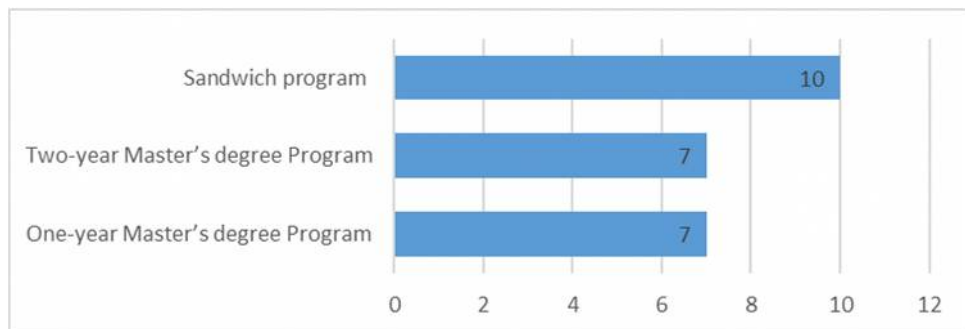
Answer	Organizations
Yes, very often	SPP, MOST, MOF, VNUA, MOC
Yes, sometime	MOIT, SBV, MARD, GoI
No, relatively no	MOLISA, VAST, Hanoi PPC
No, not at all	MPI, Lam Dong PPC

Needs for Human Resource Development

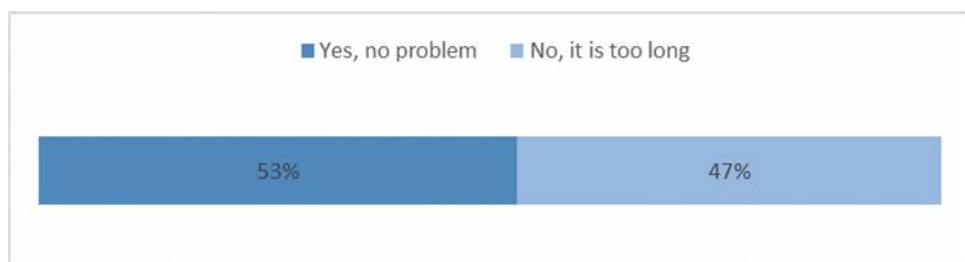
1. What type of training is mostly preferred in your organization? (multiple answer: 19/20)



2. Which type of training does your organization prefer to send your staff for Master's study under the JDS program? (multiple answer: 17/20)

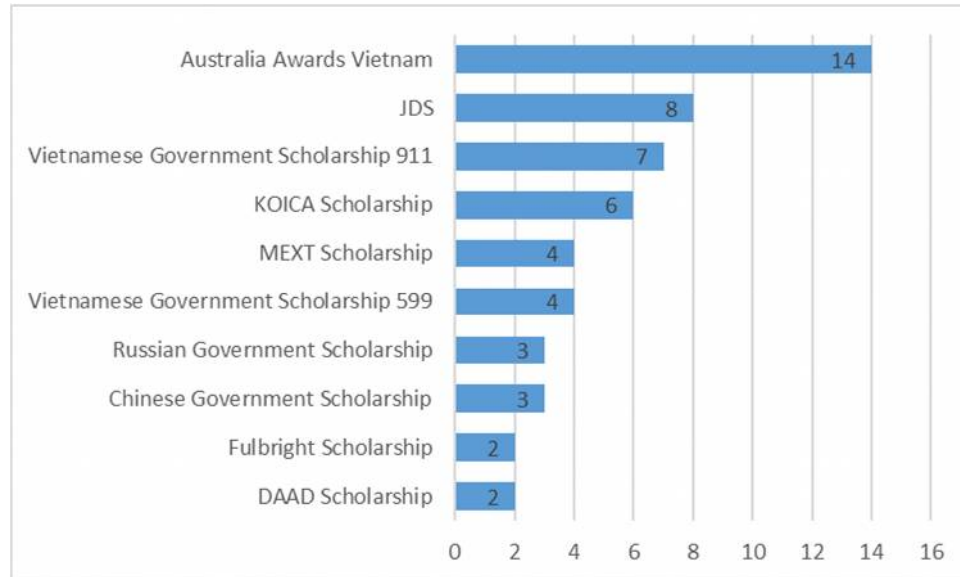


3. Will your organization approve for your staff to continuously take five-year graduate program (Master and Doctoral degree) in Japan under JDS? (17/20)



Opportunities for Overseas Training Programs

1. Which scholarship program is the most popular in your organization? (17/20)



2. How many staff member of your organization have obtained Master's degree under the following scholarship programs? (6/20)

Scholarship	SBV	MPI	MOJ	HCMA	MOF	SPP
Australia Awards	120	40	28	22	20	5
Fulbright	1	2	-	-	2	-
Chevening	1	1	-	-	-	-
New Zealand	1	-	-	-	-	1
MEXT	1	-	2	1	-	-
Viet Nam (599)	1	-	8	6	-	7
Viet Nam (911)	1	-	-	25	-	5

Organizations which answered the questionnaire

#	Name	Abbreviation
1	Ministry of Planning and Investment	MPI
2	Ministry of Science and Technology	MOST
3	Ministry of Labor-Valid and Social Affairs	MOLISA
4	Ministry of Industry and Trade	MOIT
5	Ministry of Agriculture and Rural Development	MARD
6	Ministry of Finance	MOF
7	Ministry of Transport	MOT
8	Ministry of Justice	MOJ
9	Ministry of Foreign Affairs	MOFA
10	Ministry of Construction	MOC
11	Ho Chi Minh National Academy of Politics	HCMA
12	State Bank of Viet Nam	SBV
13	Government Inspectorate	GoI
14	The Supreme People's Procuracy	SPP
15	Vietnam Academy of Science and Technology	VAST
16	Vietnam Academy of Social Sciences	VASS
17	Ha Noi People's Committee	Hanoi PPC
18	Da Nang People's Committee	Da Nang PPC
19	Lam Dong People's Committee	Lam Dong PPC
20	Vietnam National University of Agriculture	VNUA

*Due to the limitation of the available statistics in some organizations, above information should be referred to grasp the tendency of those organizations.



Ms. Dinh Thi Bich Diep

The State Capital Investment Corporation (SCIC)

Board Member

1st Batch (2001 – 2003)Hitotsubashi University, Asian Public Policy Program,
Graduate School of International Corporate Strategy

	Ministry of Finance, State Asset Management Department
2001 - 2003	Study in Japan by JDS
	Returned to the previous workplace upon graduation
2006	Foundation of The State Capital Investment Corporation, moved to SCIC
2016 - Present	Board Member

1. Workplace application of experience gained from participation in the JDS program

There are three important things I learned through the experience of JDS and at Hitotsubashi University. The first one is the basic knowledge obtained at Hitotsubashi University. The solid foundation of learning I acquired has made me improve myself and further enhance my specialty for my subsequent career development. The second one is the alumni networks of JDS and Hitotsubashi University. These networks are helpful to exchange, update information and ideas. The third one is the knowledge of Japanese culture, practices, and the economy that I obtained, including the Japanese lifestyle, way of working, thinking and cooperation, the global economy perspective, and how organizations work in the Japanese society. Such knowledge helps me understand Japanese clients when I work with them.

2. Experience gained through the JDS while in Japan

The basic knowledge and skills I learned at Hitotsubashi University is very helpful important for our work. When I faced difficult issues at work after I returned from Japan, the knowledge and way of thinking I acquired at Hitotsubashi was very effective and helpful in regard to two points. One is having the fundamental ability to understand problems and issues arising from the work and how to work with others, which enables us to understand how to design the policy and those affected by such policy. The other is a global perspective. In other words, we need to understand how the international society sees and deals with the technical issues Vietnam has. The knowledge learned at university does not necessarily fall in line with the issues we actually encounter in doing our work, but I could acquire the logical thinking that serves as the foundation to deal with technical issues.

I think the strength of the Japanese universities like Hitotsubashi is to equip solid theories and fundamental, which to some extent similarly to German Universities. As the methodology for self-

learning and self-researching and analyzing is solidly established, students can study autonomously. In my time, the education quality of Hitotsubashi University is quite competitive. For example, the graduates of our program can confidently engage in discussion with the counterparts of Harvard Kennedy School as well as experts of ADB, IMF, the World Bank, and other well-known organizations. Not only the knowledge but also the logical and critical thinking that enables us to discuss with the higher-level people is very important. I really appreciate that I could develop the ability for the future through the program and the guidance of the teaching faculty at Hitotsubashi University. More than half of our batch in Hitotsubashi continue and finish PhD programs abroad and almost of my classmates and my seniors programmates go quite far and are very successful in their career.

3. The scope of the work after returning to Viet Nam

Immediately after returning from Japan, I worked in the public policy field, public expenditures in particular, which I was engaged in before going to Japan. Then, as I wanted to challenge to work in a new workplace with a sense of speed, I moved from the economic field to the financial field after passing the exam and was selected to belong to the task team of the Ministry of Finance for the establishment of the State Capital Investment Corporation (SCIC). I had to learn the knowledge of that field by myself from knowledge of economic but I was confident that I could learn by myself and acquire the sufficient knowledge to catch up with my colleagues who have the master's degree in finance. I believe the ability to continue growing is a definite factor to each one's career.

SCIC then empowered me with a lot of other professional and managerial courses in both in VN and abroad. In 2016, I was appointed to the current position, and the scope of my work and responsibilities has widened. I present the directions and goals for the respective works and evaluate different investments and divestments.

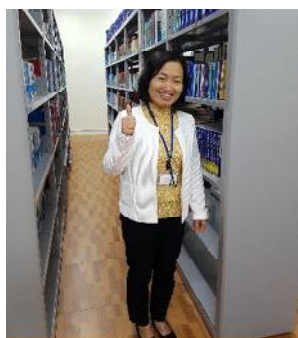
4. Suggestion to JDS

In order for JDS to achieve positive results, it is important to design good components. The scheme of candidate selection is only one of it. More important is the JDS policy provide specific goals to determine the selection criteria and procedure and select good candidates. Selecting the optimum accepting universities is also important.

The State Capital Investment Corporation (SCIC)

SCIC is a state-owned enterprise (SOE) founded in 2006, mainly responsible for management and new investments of the state assets. SCIC plays an important role in SOE reform and is required to have the following functions; (1) Acceptance of companies converted into private companies from the state or local governments to enhance their corporate value, (2) New investments in non-core businesses of Economic Group and General Corporation, (3) Promotion of sales of shares of SOEs.

From the inception to 2016, SCIC sold state stock in more than 700 companies and now hold a portfolio of more than 200 companies.



Ms. Nguyen Thi Le Thu
Ministry of Finance, National Institute for Finance
Deputy Director of Division of Public Finance Research
2nd Batch (2002 – 2004)
Hitotsubashi University, Asian Public Policy Program,
Graduate School of International Corporate Strategy

1999 - 2002	Ministry of Finance, Financial Policy Department
2002 - 2004	Study in Japan by JDS
2004 - 2008	Ministry of Finance, Legal Department
2008 - 2011	Vietnam National University, Hanoi
2011 - Present	Ministry of Finance, National Institute for Finance

1. Description of current job posting

I currently work for the Public Finance Div., National Institute for Finance, Ministry of Finance. Our role is to conduct research on tax and budget policy, and to report on international cases and effects of new tax policies when the Ministry of Finance drafts a tax law.

There are nine researchers in the Public Finance Div., and they are in charge of individual taxes such as the corporate tax, added-value tax and income tax respectively. They sometimes conduct surveys and make assessment of the implementation of a policy, visit local government to collect data, and submit reports that include assessment of the policy and proposals for revision/adjustment.

2. Reason for having studied in Japan

There are two major reasons I decided to study in Japan. Japan achieved great economic growth in the past, and I thought that it was very important to learn of the Japanese experience, which is the first reason. The second reason is that as I thought the Japanese culture, organized system and the well-known way of the hardworking Japanese was wonderful and I wanted to learn of these things from the Japanese people. In addition, Japan is a safe country, has a good learning environment, and has high-levelled universities and excellent teachers. However, even if I didn't understand Japanese, I could receive master's degree through the JDS program in English, which was good.

3. Experience gained through the JDS while in Japan

Studying at the university was very hard, but it was an extremely meaningful time. Through the Asian Public Policy Program, the Graduate School, Hitotsubashi University, I have learned a lot of things about the public policy, and that experience has been effectively used in my current work at the

National Institute for Finance that specializes the public finance. I was taught by Mr. Asanuma who was my guidance teacher, Mr. Kuroda who is currently the president of the Bank of Japan and other eminent teachers, and that was an important experience.

Regarding living in Japan, I had culture shock for the first half year, but then it was fun. The impression of the life environment is very good, safe, healthy and clean. I think Japan is the cleanest country in the world. When I was back to Japan last year, I visited the landlord I was taken into care by for much of my stay while studying in Japan. I think many Japanese people are so friendly like her, and they are always willing to help other people.

4. Relationship with Japan after returning home

I have had opportunities to visit Japan several times even after returning home. In 2008, when I worked for the Legal Department, the Ministry of Finance, I participated in a field trip in Aichi prefecture in Japan and visited Tokyo and Nagoya. Last year, I was invited for 2-week JICA training on debt management. I also attended the Tokyo Fiscal Forum jointly organized by the Policy Research Institute, Ministry of Finance of Japan, IMF and ADBI, for which the theme was aging societies. In 2010, we entered into a memorandum with the Policy Research Institute for research exchange purposes. In 2011, the current manager of the Public Finance Div. also gained training for 5 weeks in Japan. In 2016, the memorandum was updated.

5. Proposal for alumni activities

Since we have limited opportunities to get together as the students who studied in the same batch, I hope we will have a chance to do that.



Mr. Vuong Thanh Long
Bank for Investment and Development of Vietnam
Head of Foreign Direct Investment Banking
Department
5th Batch (2005 – 2007)
Kobe University,
Graduate School of International Cooperation Studies

2002 - 2005	Transaction Center No. 1 Branch, Corporate Client Department, Supervisor
2005 - 2007	Study in Japan by JDS
2009 - 2010	Financial Institution Department, Deputy Manager
2010 - 2012	BIDV Representative Office in Yangon, Myanmar, Chief Representative
2012 - 2013	Transaction Center No. 1 Branch, Branch Deputy Director
2012 - 2015	Strategic and Planning Department, Deputy Head
2013 - 2015	JBIC Initiative. Concluded MOU with five Japanese banks
	Launched Japan Desk. Appointed as the Head of Japan Desk
2016 - present	Upgraded to Foreign Direct Investment Banking Department, and present. Appointed Head of the Department.

1. The scope of the work after returning to Viet Nam

After returning to Viet Nam, I worked in the same bank as I had been before studying abroad. However, during the negotiations for the joint business partnership for Japanese regional banks, BIDV and Vietcombank developed under the leadership of the Japan Bank for International Cooperation (JBIC) in 2013, I was recognized for my experience of studying abroad in Japan and was appointed as a member in charge of the negotiations to conclude business partnership agreements with five regional banks in Japan. Subsequently, I was engaged in establishing the Japan Desk, BIDV's first office for foreign countries. After the establishment of the office, I worked as the office manager to supervise services for our partner banks in Japan and their customers.

When initially setting up the Japan desk, it was a smaller section than a department, and the scale was also smaller than that of Vietcombank that had formed an alliance with 40 banks. However, as I understood Japanese thinking and methods, I explained to the president that we would have lost our trust if we hadn't definitely included the associated content. For the Japan desk duties, I radically implemented them in detail and with consistency. Moreover, I provided the Japan desk information in the Japanese language, and put Japanese training into operation for the purpose of cultivating the staff members who would be dealing with issues in Japanese. We formed new collaborative business with

many new banks, of which, Juroku Bank, the Bank of Yokohama, the Chiba Bank, the Bank of Kyoto, the Bank of Fukuoka, and Hokuyo bank are some to be named. I think that this communication and approach to our business partners were evaluated, and consequently, Japan partners had much interest in forming an alliance with BIDV.

2. Description of current job posting

Benefitting from the experience of the Japan Desk, BIDV decided to expand its business to countries other than Japan. The Japan Desk was upgraded to the Foreign Direct Investment (FDI) Banking Department in February 2016. The number of staff members also increased from 10 to 30 and I am currently working as the Head of FDI Banking Department to support, and provides banking products & services for many European, American and Asian countries in addition to Japan. The number of Japanese corporate clients also increased from 115 in 2013 to 500 today, more than four times the original figure at the set-up of Japan Desk. We provide a part of the Foreign Direct Investment Banking Department floor to Japanese regional banks as their business offices in Hanoi and 14 banks dispatch their personnel from Japan at present. In addition, BIDV also provide partnership banks with information on financial systems and related laws in Vietnam as well as accompany customers visiting in Viet Nam. In addition, at the general meeting of the Asian Development Bank to be held in Japan in May this year, we will participate as one member of Vietnam bank Delegation led by the State Bank of Vietnam (SBV), as invited by the Bank of Yokohama.

3. Experience gained through the JDS while in Japan

When I was in junior year, I studied Japanese language and Japanese culture at the University of Tsukuba as a government-financed foreign student. I had a fulfilling life while studying there and enjoyed the beauty of Japan fully. As I had been thinking that I would like to do all my studies in Japan if I have a chance to do so, I applied for JDS when I heard of its recruitment program.

Since I was able to study in Japan and learn various things throughout my life, I feel that I was lucky to have a chance to study there. I have learned the culture of manners within Japanese society and company organizations, management solutions involved in local administration, working approach, perceptions about life, and how to deal with other people in an organization.

Japanese universities have suitable research data and facilities, and it's possible to access international database information such as that of the IMF and World Bank. Moreover, Japan has a very good living environment including a safe country and good transportation facilities, which is attractive. Using "Seishun 18" (unlimited train ticket) during my studies in Japan, I traveled almost all regions except Hokkaido. That is a fond memory.

Being able to do research in an international environment is also an appeal of studying in Japan (JDS). As there were foreign students from various countries in the world including government-

financed foreign students, in addition to JDS fellows in the university, I learned of my friends' countries through intercommunion with them without actually visiting their countries.

We have many things to learn from Japanese people such as how to work, but it's hard to teach such an idea with books and such. In order to observe with your own eyes and apply the method after returning home, it is required to actually study in Japan. Since roles of private companies have become a larger factor in economic growth in recent years, I think that both private companies and government can contribute to the growth of the country.

4. Proposal for alumni activities

I think the relevance between the investment and financial fields is very high. BIDV often gives support for fostering Vietnam – Japan relationship in different aspects, including sponsoring the Foreign Investment Agency Website, co-organizing many seminars with different Vietnamese government agencies, such as ministry of Planning & Investment, Ministry of Culture, Sports, and Tourism, Ministry of Trade and Industry, etc.... I think that it is considered that as there are some employees who joined Vietcombank, and Vietinbank in the same year, a seminar about investments and finance can be conducted in collaboration with returned JDS fellows and the Ministry of Planning and Investment.

Commercial Bank for Investment and Development of Vietnam (JSC)

Establishing in 1957, BIDV is currently one of the four largest commercial banks whose Head Office is based in Hanoi, Vietnam. It has 1,007 branches and service offices in 63 provinces in Vietnam, and its Japan desk is situated in both Hanoi and Ho Chi Minh. By May 2017, BIDV has concluded business cooperation MOUs with 29 Japanese banks, including both regional banks, shinkin banks, and commercial and trust banks of Japan. BIDV has received 15 Japanese bankers from 14 Japanese banks working as full-time secondees at BIDV FDI corporate banking Dept., both Hanoi, and Ho Chi Minh offices. BIDV has joined and is currently also member of The Japan Business Association in Ho Chi Minh city (JBAH).



Mr. Tran Duy Dong
Ministry of Planning and Investment,
Department of Economic Zones Management,
Director General
4th Batch (2004-2006)
Hitotsubashi University,
Asian Public Policy Program

	Ministry of Planning and Investment, Department of Economic Zones Management
2004~2006	Study in Japan by JDS
2007~2009	Assistant of Vice Minister
2009~2014	Department of Economic Zone Management, Deputy Director General
2014~present	Department of Economic Zone Management, Director General

1. Description of current job posting

As the Director General of the Department of Economic Zones Management, Ministry of Planning and Investment, I supervise all industrial complexes and economic zones in Viet Nam. Consequently, I have opportunities to work with many Japanese companies, providing support to promote their investment in Viet Nam. Approximately 65% of current foreign direct investments are in industrial parks across 36 provinces. With a small amount of support provided by JICA, we conduct investigations into the residential building design for workers at industrial parks. In Hung Yen province, a pilot project has started and then it is planned to start at the Thang Long Industrial Park II.

I am also a member of the Japan-Viet Nam Joint Initiative Phase 6, where we discuss and implement measures to improve the investment environment in Viet Nam. As such, I belong to a team in charge of housing and wages for workers working in industrial complexes, along with other related government organizations, the Japan Business Association, Embassy of Japan in Vietnam, JICA and JETRO. In addition, I am currently also working to conclude the MOU related to Japanese companies' investment in Ba Ria Vung Tau Province between JETRO, Ba Ria Vung Tau Province and the Ministry of Planning and Investment, as well as engaged in a project launched by former Prime Ministers of Japan and Viet Nam for the construction of industrial complexes for Japanese companies in Hai Phong and Ba Ria Vung Tau Provinces.

2. Experience gained through the JDS while in Japan

I am grateful to JDS for providing not only the scholarship but also the opportunity to acquire extensive knowledge. My leader also highly recognized my experience of studying abroad in Japan.

Hitotsubashi University is actively engaged in public relations activities, with its faculty members visiting the Ministry of Planning and Investment's Organizations and Personnel Department every year to advertise university programs. Many staff members working in the Ministry of Planning and Investment have studied abroad in Japan on JDS and other programs. For example, my predecessor, who is currently the Vice Chairman of the Ha Nam Province People's Committee, obtained his Ph.D. from Waseda University on JICA's scholarship program. There is also a member of my department staff who obtained his Ph.D. from Kyushu University. He is scheduled to be assigned to a task related to Japan.

Features of Major International Scholarship Programs in Viet Nam

Country	Australia	United Kingdom	United States of America	France
Program	Australia Awards Vietnam	Chevening Scholarships	Fulbright Vietnamese Student Scholarship	Excellence Scholarship
Degree to be obtained	Master (2 years)	Master (1 year)	Master (2 year)	Master (2 year), Ph.D. (3 year)
Target Group	Civil Servants, NGO staff, Private	Open competition	Open competition	Open competition
University Placement	Any universities can be chosen by applicants. Two third of applicants change applying universities on the selection process.	Any universities can be chosen by applicants although there are partner universities selected by the program.	Applicants select three choices, then IIE does placement based on competitiveness of final candidates and budget of the program in each country. Focusing on humanities and social science.	N/A
Trend	Slots have been reduced due to the policy of Australian government. 250 slots for 2015 80 slots for 2016 60 slots for 2017 Name of the program is being changed to Australia Human Resource Development Partnership Program (VAHRDP) with more focus on short term training for middle and high-ranked officials.	Established in 1983 and has over 44,000 alumni around the world including developed countries. In Vietnam it launched in 1993 and granted over 300 scholars. Slots have been increased from 6 to 10 per year to 30 since 2015. It had priority study fields, but now it can be chosen by applicants.	2017 marks 25 years anniversary in Vietnam. Granted over 400 scholars for Master's degree programs in US. Grants around 15 to 20 per year, but does not have certain slots. Base on quality of applicants. High competition rate. Receive around 500 applications per year. Fulbright University is different from this program. It is partly sponsored by US government, but mainly budgeted by fund from private sector. Original body is Fulbright Economics Teaching Program supported by Harvard University.	30 slots for Master, 10 to 15 for Ph.D. France was popular destination among Vietnamese, but competition with other countries has been very keen. So, it started to accept students who do not speak French but speak English. University of Science and Technology of Hanoi was established with support of French government. Main focus in basic science, but received less number of applications than their original plan.
Strategy	Department of Foreign Affairs and Trade formulates the strategies and Embassy of Australia implements the program. It is administered and managed by a consulting firm.	Secretariat in London formulates the strategies and British Embassy in each country implements the program. Administration and management in London is outsourced. Program officers in London communicate with each British Embassy, maintaining quality services and relevance of service delivery.	US Department of State, Bureau of Educational and Cultural Affairs formulate overall strategies and US Embassy or Fulbright Commission in each country implement the program. University placement and students support are administered by IIE.	French Embassy implements the program while coordinating with French government in Paris.
Recruitment	Has established certain reputation in Vietnam, so no need to pay much attention on promotion activities to recruit enough number of applicants.	Holds information session in five cities including Nghe An province Utilizing SNS such as Facebook and Instagram. Online Q&A session and live streaming are available.	Holds information sessions in major cities such as Hanoi, HCMC, Da Nang, Hue, Can Tho, Nghe An, Thai Binh. No session at ministries. Uses hotels.	Having offices in Hanoi, HCMC, Da Nang, and Hue.

		British Embassy's Communication officer checks all the external documents and consistence of messages. Introduced online application system in 2011.		
Features	Careful support of implementing agent and host universities: Pre-departure English training for three to twelve months. Sufficient scholarship and allowances. Can work part time within the regulation of student visa. Provides allowance even during the English training.	Developing global leaders and networking opportunities	Independent administration (no involvement of Vietnamese government in selection). Mutual understanding is the key concept. Therefore, it not only accept students from Vietnam, but also send American scholars to Vietnam. 500 Vietnamese and 500 American alumni. There are various types of programs under the name of Fulbright such as Master's program, short term research, short term training for English teachers, etc.	Low tuition fee Advantages in Art and Humanities
Selection	Gives special consideration to applicants from remote areas and/or disabilities with lower requirement on English proficiency. Manages the database through online system can be accessed by Embassy, Universities, and Agent.	Focuses on recruiting Best & Brightest candidates. Alumni also join the interviews of applicants.	Focuses on recruiting Best & Brightest candidates. Alumni also join the interviews of applicants. Requires final approval from the US head office.	N/A
Alumni Activities	Three support areas 1) Professional development 2) Social gathering 3) Small grant fund Provides 5,000AUD for each selected project proposal from alumni. SGF was launched four years ago. It helps enhance reputation of the program. Announced the new alumni initiative called "Australia Global Alumni Strategy in Vietnam" in December 2016. Has alumni bodies in four cities, Hanoi, HCMC, Da Nang and Hue. Alumni in HCMC is most active.	Alumni association has been established. Five core members communicate with British Embassy for planning and implementation of activities. The group is different from UKAB consist of both government funded alumni and private funded alumni and run by the British Council. Created a closed community on Facebook. Featured activities include mentorship services to potential candidates. Recently organized a big event in HCMC titled "Chevening Vietnam Day" on October 28, 2016.	US Department of State has established a platform for alumni on Internet. It includes small grant fund up to 50,000 USD for selected project proposal from alumni. There is no Fulbright only alumni association, but there is a strong alumni networks VUSA. US Embassy also host various networking and cultural events for alumni annually. US Embassy manages the student database, but it is not shared with other Fulbright alumni as they have to follow the personal information protection act of US government.	Launched alumni initiative in 2014 and opened a platform on Internet called " France Alumni Vietnam ". Over 1,600 alumni have joined the platform. French private companies, ministries and universities can also join with registration fee. The system requires huge operation and maintenance fees. French Embassy collaborates with alumni to organize cultural and social events such as music concert, fashion show and job fair.