

Republic of the Philippines  
National Economic and Development Authority

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

**Final Report**

**June 2022**

**Japan International Cooperation Agency (JICA)**

**Japan International Cooperation Center (JICE)**

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# SUMMARY

## 1. Summary of the Preparatory Survey

### Background of the Survey

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) was first launched in Uzbekistan and Laos in fiscal year (FY) 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The project has later been introduced to other countries as well, and has accepted 5,410 international students from a total of 21 countries since the first intake of international students in FY 2000 up to FY 2021<sup>1</sup>.

The basic research projects conducted by JICA, “JICA basic research factor analysis of the outcome of Japanese grant aid for human resource development scholarship (JDS) : final report” (FY2014) and “JICA basic research : verification of the outcome of the project for human resource development scholarship (JDS) : final report” (FY2019) (hereinafter referred to as “the JDS basic research”), verified the effectiveness and carried out a comparative analysis of JDS in the target countries, and proposed the future project enforcement policies and strategies. In the FY2019 basic research, the average degree recipient rate of JDS Fellows from all 13 countries surveyed was 98.7%, and the average government officer incumbent rate was still high at about 80%. In the questionnaire for JDS returned Fellows, it showed that the feelings of familiarity with Japan were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in nine out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the intensifying competition with other donors, such as Australia, South Korea and China, the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding. In addition, for countries where JDS is being conducted, the number of development issues which require donors to deal with them is likely to decrease as the project continues. Therefore, JDS sets three stages of development; 1. response to development issues, 2. response to development issues and Japan’s national interest, and 3. Diplomatic effects. The focus of the target organization and the human resources should be shifted according to each stage.

The Republic of the Philippines (hereinafter referred to as “the Philippines”) has been one of the target countries since 2002, the fourth year from the beginning of JDS, with 399 JDS Fellows

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<sup>1</sup> International students who have not been able to come to Japan due to the spread of the new coronavirus infection is included.

dispatched to Japan from 2003 until 2021. Acceptance of JDS Fellows in FY 2022 will mark the completion of sending JDS Fellows in the present framework. Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of implementation of the project and properly reflecting the policy of Japan's economic cooperation to the Philippines, relevant JICA programs, etc. in the formulation of the project based upon the needs of the government of the Philippines.

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

Fiscal Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total (*2)
Batch	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Number of Dispatched Fellows	19	20	20	25	25	25	25	20	20	20	20	20	20	20	20	21	20	20	17	(*1)	397

<b>Old System</b> (Implement the survey and set targeted fields of study every year)									<b>New System</b> (Framework is formulated in the preparatory survey every four years)												
									1st Phase (Arrival in Japan in 2011-2014)				2nd Phase (Arrival in Japan in 2015-2018)				3rd Phase (Arrival in Japan in 2019-2022)				

(\*1) JDS Fellows in FY2022 are still under selection, and successful candidates have yet to be finalized as of the end of April, 2022.

(\*2) Apart from 397 JDS Fellows for Master's degree, 2 JDS Fellows for Doctoral have been selected (1 Fellow dispatched in FY2019, and another in FY2020).

## **Objectives of the Survey**

The main objectives of the survey are as follows:

- To analyze current situation in the Philippines and needs for human resource development, and formulate a framework for the next four batches starting in FY 2022 (dispatch in FY 2023).
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

## **Method of the Survey**

A part of the preparatory survey, the field survey in the Philippines was conducted in November through December 2021.

- November to December 2021: Field survey
  - (1) Setting priority areas (Sub-Programs) and development issues (Components) in accordance with Japanese government's economic cooperation policy for the Philippines and development needs of the Philippines
  - (2) Confirming the implementation structure of the project
  - (3) Selecting accepting universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
- January 2022: Drafting the basic plan for each Sub-Program/Component

- February 2022: Estimating the project scale

## **Results of the Survey**

### **(1) Project Design**

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

#### **The Framework of the JDS Project in the Philippines (from JDS Fellows 2023 to 2026)**

JDS Target Priority Areas (Sub Program)	Development Issues (Component)	University	Graduate School	Slot
1. Strengthening the basis for sustainable economic growth	1-1. Enhancement of Public Administration	International University of Japan	Graduate School of International Relations	2
		Hitotsubashi University	School of International and Public Policy	2
		<b><u>Nagoya University</u></b>	<b><u>Graduate School of International Development</u></b>	2
		Meiji University	Graduate School of Governance Studies	2
	1-2. Enhancement of Finance/Monetary Administration and Policy	<b><u>International University of Japan</u></b>	<b><u>Graduate School of International Management</u></b>	2
	1-3. Promotion of Trade and Industry/ Investment	Kobe University,	Graduate School of International Cooperation Studies	2
		Rikkyo University	Graduate School of Business	2
2. Enhancing human security	2-1. Promotion of Infrastructure Improvement and Development	Yokohama National University	Graduate School of Urban Innovation	2
	2-2. Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management	<b><u>University of Tsukuba</u></b>	<b><u>Graduate School of Science and Technology</u></b>	2
	2-3. Enhancement of Disaster Risk Reduction / Management	Nagoya University	Graduate School of Environmental Studies	2

※Universities underlined and in bold are accepting universities that have been changed or added from the current phase.

※Nagoya University Graduate School of Environmental Studies accepts JDS Fellows in cooperation with the Graduate School of Engineering.

### **(2) Target Organizations**

The survey team presented a list of government agencies and organizations on which more focus



should be put in recruitment activities as key organizations, and obtained a consent from the Philippine side, although all other organizations would also be eligible to apply for the programs as in the current phase.

In addition, the survey team pointed out the importance of the needs for the JDS Philippine and demarcating this project from technical cooperation, and of designing the project strategically in order to compete with the scholarship systems offered by other countries. The team proposed to identify the needs for the JDS in specific ministries and agencies from the following perspectives and to conduct effective recruitment activities, which were agreed by the Philippine side.

- Ministries and agencies that contribute to strengthening bilateral relationship between the Philippines and Japan

Office of the President of the Philippines (OP)

Department of Foreign Affairs (DFA)

Department of Finance (DOF)

Department of Budget and Management (DBM)

National Economic and Development Authority (NEDA)

- Ministries and agencies responsible for key development fields

Department of Transportation (DOTr) (including Philippine Coast Guard (PCG))

Department of Energy (DOE)

Department of Environment and Natural Resources (DENR)

Department of Public Works and Highways (DPWH)

### **(3) Abolition of Ph.D. Program**

The Team proposed that the Doctoral Program will be abolished from the next phase taking into account the result of the survey that most target organizations show little priority for Ph.D. as well as the result of recruitment and selection under the current phase producing only a small number of applicants and successful candidates. It was considered that it is highly unlikely to be able to ensure a sufficient number of applicants and candidates consistently over four years, and both Japanese and the Philippine side agreed not to accept applications for doctoral programs in the next phase.

#### **(4) Operating Committee Members**

It was agreed during the survey that as in the current phase, the Operating Committee would consist of members from three organizations from the Philippine side (NEDA, CSC, DFA) and two from Japanese side (Embassy of Japan in the Philippines and JICA Philippines Office).

**JDS Philippines Operating Committee Members**

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

#### **(5) Evaluation of Relevance of the JDS Project**

It was analyzed to what degree JDS Philippines is consistent with or relevant to Philippine Development Plan (PDP) 2017-2022. The target priority areas for the next phase of the JDS Philippines correspond to some of the issues raised in the plan, and are deemed to help achieve these policies.

In addition, according to the Country Assistance Policy for the Republic of the Philippines established in April 2018, “implementation of the cooperation to realize a stronger foundation for inclusive growth, a high-trust society, and a globally-competitive economy” is given as the basic assistance policy (main target). This target is split into three sub-targets (priority areas of assistance): “strengthening the foundation for sustainable economic growth”; “securing human security for inclusive growth”; and “promoting peace and development in Mindanao.” JDS Philippines is designed to develop the core human resources in their respective fields in order to address the identified development issues, and is aligned with Japan’s assistance policies.

As discussed above, JDS Philippines is an initiative that helps the country achieve the goals of its mid- to long-term development plan, since it is designed to develop human resources for state building in the Philippines. It is also significantly consistent with Japan’s assistance policies for the Philippines; it complements technical cooperation, ODA loans, and other modalities in the cooperation programs for the Philippines for greater synergy.

## **2. Recommendations**

Issues and recommendations obtained in this survey are as follows.

### **(1) Implementation of JDS for contribution to diplomatic effects**

The survey team believe that the next phase of the JDS Project in the Philippines should be

implemented with more focus on diplomatic effects. When developing a framework for the next phase, the intake of JDS Fellows for the component which is more focused on engineering, such as infrastructure, was reduced, whereas the intake for the component which is centered around governance and economy was increased. The adjustments were made with the strategy of pursuing personnel selection and implementation for higher diplomatic significance in mind. It was agreed with the Philippine side that when recruiting and selecting candidates, the Office of the President (OP), the Department of Foreign Affairs (DFA), the Department of Finance (DOF), the Department of Budget and Management (DBM), and the National Economic and Development Authority (NEDA) would be identified as five particularly important target organizations and more efforts would be made to encourage applications from the particularly important target group. As part of efforts to support JDS Fellows before and during their stay in Japan, it is effective in terms of the achievement of diplomatic effects to make them aware of the significance of strengthening the bilateral relationship while courses are conducted and to organize value-added programs that are in line with Japan's foreign policy and provide support for learning the Japanese language. To make JDS returned Fellows our diplomatic assets, it is even more important to identify their job promotion and Japan-related career success as a shining example, to visualize and disseminate their good practices, and to provide further motivation to candidates, JDS Fellows, and JDS returned Fellows alike.

## **(2) Possibility for Critical Mass in the Philippines**

The survey team would like to propose a long-term strategy for recruitment and selection with an awareness of critical mass in order to achieve the greatest results in limited budget investment. Critical mass generally refers to the "turning point where the penetration rate of goods and services jumps at once" in marketing. It is also possible to define critical mass in JDS as "20% of the number of executive posts in an organization is JDS returned Fellows". In the Philippines, on the other hand, there are institutional constraints, such as a lack of opportunities for promotion to senior-level managerial positions unless there is a vacancy, and key positions are few and far between. Therefore, it is not easy to achieve critical mass in terms of a quantitative achievement, i.e. to increase the proportion of JDS returned Fellows holding key positions. It is therefore necessary to consistently increase JDS returned Fellows who have a good understanding of Japanese society and culture so that they can be highly influential ambassadors for Japan when they hold key positions. In other words, it is important to aim to improve the quality of JDS returned Fellows. In this respect, it is increasingly crucial to provide motivation to candidates from the recruitment and selection process and follow up with them when they return to their home country.

## **(3) Future direction for Ph. D. programs**

It was agreed with the Philippine side that Ph. D. programs would be suspended in the next phase. On the other hand, a certain number of target organizations such as science and technology related ministries and agencies or research institutes welcome Ph. D. programs to some extent. While

implementing the JDS Project in the next phase, we should continue to assess and determine whether there will be need for Ph. D. programs in the Philippines as part of the JDS Project in the medium to long term and whether it will be feasible to steadily secure applicants and candidates for Ph. D. programs for four years.

#### **(4) Continuous efforts made with delays in executing the G/A in mind**

In three out of four fiscal years (2019 to 2021) in the current phase, the Philippine government had a tendency to spend a significant amount of time following the procedures leading up to the execution of the G/A (Grant Agreement), which is necessary legal step for implementation of JDS Project. It was agreed between Japanese and Philippines side that it is essential how to speed up procedure for the early conclusion of the G/A in order to secure a sufficient application period and sufficient number of applicants stably. On the other hand, in view of difficulties in clearly indicating a schedule leading up to the execution of the G/A, it was agreed to make active efforts to encourage applications to the extent that is not in conflict with the G/A and with possible delays in executing the G/A in mind.

#### **(5) Verification of the effectiveness of the 2nd Priority University System**

The 2nd Priority University System was introduced for the JDS Project in the Philippines in the academic year 2016 to uphold its policy of providing an opportunity for outstanding individuals to study abroad. As a part of the achievement in the current phase, it can be said that the 2nd Priority University System works effectively and gives applicants more options. On the other hand, there is another aspect where it cannot be said for certain that the 2nd Priority University System is a direct factor in solving the vacancy issue. It is continuously expected in the next phase to utilize and verify the 2nd Priority University System by combining with strategies adopted at the time of recruitment in order to make a further contribution to effectively matching applicants with accepting universities.

#### **(6) Networking, Establishment of a Follow-up Scheme and Roles of Implementing Agent**

In order for JDS returned Fellows to become a bridge between the two countries as Ambassadors of Japan, it is necessary not only to follow up after returning to the Philippines, but also to create opportunities to have a deep understanding of Japan's society and culture during their stay in Japan, and to motivate them to maintain relations with Japan even after returning home. The follow up measures should be provided consistently to JDS Fellows from their stay in Japan to after their return, and the presence of implementation Agent as an intermediary of JDS Fellows is large. In the follow-up after their return, it is expected that more significant result will be achieved by implementing measures to maintain and develop their deep understanding of Japanese society and culture that has been increased during their stay in Japan.

#### **(7) Utilization of digital tools**

To successfully deal with issues which would otherwise be difficult to address with a conventional

approach while the impact of the new coronavirus infection (COVID-19) was felt, we sought to carry out the JDS Project using digital technology. During the Preparatory Survey, despite the situation under pandemic, the use of digital tools made it possible for us to conduct field surveys smoothly. When we carry out the project in August 2022, it is important to make full use of these digital tools and use them to collect and analyze data as well, while taking advantage of the benefits of carrying out the project face-to-face as we have in the past.

#### **(8) Influence of the new coronavirus**

Regarding the impact of the new coronavirus infection (COVID-19) that occurred in 2020, it is expected that the Japanese government's border measures will be eased and the number of foreign visitors to Japan will increase in the future. It is not possible at this time to predict how the situation regarding the new coronavirus will affect the number of applicants and international students in 2022, but it is necessary to continue to pay attention to this matter while collecting information from the Japanese government and other donors.

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## LIST OF ABBREVIATIONS

Abbreviation	Description
ASEAN	Association of Southeast Asian Nations
BOI	Board of Investments
BSP	Bangko Sentral ng Pilipinas
BTA	Bangsamoro Transition Authority
CCC	Climate Change Commission
CSC	Civil Service Commission
DA	Department of Agriculture
DBM	Department of Budget and Management
DBP	Development Bank of the Philippines
DENR	Department of Environment and Natural Resources
DFA	Department of Foreign Affairs
DICT	Department of Information and Communication Technology
DILG	Department of the Interior and Local Government
DOE	Department of Energy
DOF	Department of Finance
DOH	Department of Health
DOLE	Department of Labor and Employment
DOTr	Department of Transportation
DPWH	Department of Public Works and Highways
DTI	Department of Trade and Industry
E/N	Exchange of Notes
G/A	Grant Agreement
GNI	Gross National Income
IDA	International Development Association
JAAP	JICA Alumni Association in the Philippines
JDS	The Project for Human Resource Development Scholarship
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
LDB	Luzon Development Bank
LGU	Local Government Unit
LWUA	Local Water Utilities Administration
NEDA	National Economic and Development Authority
NWRB	National Water Resources Board
OP	Office of the President
PCC	Philippines Competition Commission
PCG	The Philippine Coast Guard
PEZA	Philippines Economic Zone Authority
PIDS	Philippine Institute for Development Studies
POEA	Philippine Overseas Employment Administration
SB Corp	Small Business Corporation
SEC	Securities and Exchange Commission
SNS	Social Networking Services

TESDA	Technical Education and Skills Development Authority
USD	United States Dollar
WD	Water District



# 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 and Ph.D. degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks.” The project has accepted 5,410 international students from a total of 21 countries since the first intake of international students in FY 2000 up to FY 2021.

Although the original target countries of the JDS Project were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Ghana in Africa in FY 2012, to Nepal in FY 2016, to Bhutan, Pakistan, and East Timor in FY 2019, and to Maldives, Kenya and El Salvador in FY 2021. At present, the project has 19 target countries. Indonesia left the JDS Project, which was conducted by JICA 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 participants from China accepted in FY 2012<sup>2</sup>.

**Table 1 Number of JDS Fellows Dispatched (2000-2021)**

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total	
1. Uzbekistan	20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	17	17	16	16	19	380	
2. Laos	20	20	20	20	20	20	25	25	25	20	20	19	20	20	20	20	20	22	22	22	22	22	464	
3. Cambodia		20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	24	26	26	26	26	496	
4. Vietnam		20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	30	62	63	61	63	763	
5. Mongolia			20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	22	22	22	22	16	384	
6. Bangladesh			29	19	20	20	20	20	20	15	15	15	15	15	15	25	30	30	33	33	32	33	459	
7. Myanmar			14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	48	48	48	48	43	648	
8. China				42	43	41	43	47	47	48	45	39	35	—	—	—	—	—	—	—	—	—	430	
9. Philippines				19	20	20	25	25	25	25	20	20	20	20	20	20	20	20	21	21	21	17	399	
10. Indonesia				30	30	30	30	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	120	
11. Kyrgyz								20	20	18	14	14	15	15	15	15	15	15	15	19	20	18	248	
12. Tajikistan										3	5	5	5	5	5	5	5	8	8	8	13	15	90	
13. Sri Lanka											15	15	15	15	15	15	15	15	17	17	17	17	188	
14. Ghana													5	5	5	10		10	10	10	10	13	91	
15. Nepal																		20	20	20	20	22	21	123
16. Timor-Leste																				8	8	8	24	
17. Pakistan																				17	16	18	51	
18. Bhutan																				10	10	9	29	
19. Maldives																							6	6
20. Kenya																							10	10
21. El Salvador																							7	7
Total	40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	266	281	321	360	367	381	5,410	

<sup>2</sup> After its termination as grant aid, the project has been shifted under the Ministry of Foreign Affairs of Japan and continued as “Japan Human Resource Development Scholarship for Chinese Young Leaders” (JDS China).

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

#### **1-1-2. Current Situation and Issues of the JDS Project**

The basic research projects conducted by JICA, “JICA basic research factor analysis of the outcome of Japanese grant aid for human resource development scholarship (JDS) : final report” (FY2014) and “JICA basic research : verification of the outcome of the project for human resource development scholarship (JDS) : final report” (FY2019) (hereinafter referred to as “the JDS basic research”), verified the effectiveness and carried out a comparative analysis of JDS in the target countries<sup>3</sup>, and proposed future project enforcement policies and strategies. In the FY2019 basic research, the average degree recipient rate of JDS Fellows from all 13 countries surveyed was 98.7%, and the average government officer incumbent rate was still high at about 80%. In the questionnaire for JDS returned Fellows, it showed that the feelings of familiarity with Japan were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in 9 out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the intensifying competition with other donors, such as Australia, South Korea and China, the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding.

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<sup>3</sup> The FY2014 basic research was conducted in 11 countries except Ghana, which was excluded because its first JDS Fellows had only just returned to the country. The FY2019 basic research was conducted in 13 countries. East Timor, Pakistan and Bhutan were excluded because they did not have any graduated students.

**Table 2 Recommendations from the FY2019 Basic Research**

Recommendation	Specific measure	
Target clarification	Role allocation with other JICA scholarship programs	
Selection strategy	Setting special selection capacity	
Increasing Additional Value ↓ Branding	Basic project framework	Setting 1-year course Expansion of target candidates to the middle-aged group (reduced age requirements)
	Pre-arrival program	3-month Japanese language training
	Program during study in Japan	Formation of a network with Japanese ministries and local governments Implementation of internships in government agencies, NGOs, companies, etc. Service and ceremony (VIP visit on arrival in Japan, etc.)
	Activities after returning to home country	Strengthening follow-up activities (support for alumni association networks and research activities after returning to home country, etc.) Sharing and disseminating returned fellows lists to Japan-related institutions
	Improving and strengthening public relations and promotion methods	Redesigning brochures Introducing web applications

In addition, for countries where JDS is being conducted, the number of development issues which require donors to deal with them is likely to decrease as the project continues. Therefore, JDS sets three stages of development; 1. response to development issues, 2. response to development issues and Japan's national interest, and 3. Diplomatic effects. The focus of the target organization and the human resources should be shifted according to each stage. For countries that are considered ready to move to the second stage of development, the project operations need to consider diplomatic effects, including setting special selection capacities for institutions with significant economic and diplomatic value to Japan.

### 1-1-3. Current Situation in JDS Philippines

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

Fiscal Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total (*2)
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Number of Dispatched Fellows	19	20	20	25	25	25	25	20	20	20	20	20	20	20	20	21	20	20	17	(*)	397

**Old System**

(Implement the survey and set targeted fields of study every year)

**New System**

(Framework is formulated in the preparatory survey every four years)

1st Phase

(Arrival in Japan in 2011-2014)

2nd Phase

(Arrival in Japan in 2015-2018)

3rd Phase

(Arrival in Japan in 2019-2022)

(\*)1 JDS Fellows in FY2022 are still under selection, and successful candidates have yet to be finalized as of the end of April, 2022.

(\*)2 Apart from 397 JDS Fellows for Master's degree, 2 JDS Fellows for Doctoral have been selected (1 Fellow dispatched in FY2019, and another in FY2020).

**Figure 1 Number of Philippine JDS Fellows dispatched and JDS implementation systems**

## **(1) Achievements obtained from the start of JDS in the Philippines to FY2021**

### **1) Permeation of the purposes of JDS and establishment of evaluations**

Almost 100% of Philippine JDS Fellows complete their study courses, causing JDS to be highly praised by the nation's government bodies. The high completion rate is attributable to: i) the continual implementation of JDS targeted principally at civil servants for 19 years; ii) a high rate of retention of JDS returned Fellows by their home-country employers; and iii) the level of JDS's contribution to the resolution of the nation's development issues. The project purposes of JDS, which attach importance to returned Fellows' contribution to their home country, instead of the enhancement of their individual skills, have permeated into the country's government agencies with JDS being highly rated solidly as a program differentiated from other donors' scholarship programs. JDS Returned Fellows in the Philippines also praise JDS highly, and feedback from such former Fellows who chose Japan over other countries before returning their home country with satisfaction serves to help acquiring new applicants from among their junior colleagues in the organization they belong to as well as their friends and acquaintances.

As of April 2022, 399 JDS Fellows came to Japan from the Philippines with 361 of them having returned to the country, 308 persons of whom were civil servants. Prior to studying abroad, a Philippine civil servant is required to enter into such a Scholarship Service Contract with the organization s/he belongs to as stipulated that the person shall be reinstated in his/her previous position after returning to the country. Consequently, approximately 86% of the entire civil-servant JDS returned Fellows, and almost 100% of civil-servant JDS returned Fellows for the past five years, are known to work properly at their previous workplaces or Philippine government bodies.

### **2) Basis for formation of critical mass**

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

In 2010, for the Philippines, a new system was put in place in which to accept JDS Fellows for four terms concerning identical target fields, target organizations and accepting universities. In the 1<sup>st</sup> and 2<sup>nd</sup> Phase, JDS Philippines used the targeted organization system, which set specific ministries/ agencies expected to play key roles for each Component. In the 3<sup>rd</sup> Phase the system was abolished, and "government officials" were widely set as the target of JDS Philippines.

Through implementation of JDS Project for 19 years, a certain group of JDS returned Fellows in main ministries/ agencies. As of April 2022, 27 JDS returned Fellows are in National Economic and Development Authority (NEDA), 26 are in Bangko Sentral ng Pilipinas (BSP), and 16 are in

Department of Public Works and Highways (DPWH), being in collaboration each other among respective organizations.

Under these circumstances, it is clear that the number of JDS returned Fellows earning promotion or playing pivotal roles in government bodies has been increasing although it is not necessarily large compared to other countries. Table 3 shows examples of JDS returned Fellows who promoted after their return, including recent cases; Mr. CRUZ, Francisco Relevo (DILG) promoting to Assistant Secretary in 2019, Ms. PERIDA - TRAYVILLA, Ma. Karina Bercasio (DOLE) promoting to Director IV in 2019, Mr. GANAPIN, Bien Ali (NEDA) and Ms. VILCHEZ, Mary Rose Leyva (DILG) promoting to Director IV in 2021.

**Table 3 Examples of JDS returned Fellows promoted after their return  
(As of April, 2022)**

Year of Arrival	Name	Present Workplace	Present Department	Present Position
2007 (5 <sup>th</sup> Batch)	Mr. CRUZ, Francisco Relevo	Department of Interior and Local Government(DILG)	Planning Service	Assistant Secretary
2007 (5 <sup>th</sup> Batch)	Mr. REGALA, John Lacanilao	Bangko Sentral ng Pilipinas(BSP)	IT Infrastructure and Operations Department	Director
2008 (6 <sup>th</sup> Batch)	Mr. CABANLONG, Allan Salim	Department of Information and Communications Technology(DICT)	Office of the Assistant Secretary for Cyber Security and Enabling Technologies	Assistant Secretary
2008 (6 <sup>th</sup> Batch)	Mr. GANAPIN, Bien Ali	National Economic and Development Authority(NEDA)	Trade, Services, and Industry Staff	Director IV
2009 (7 <sup>th</sup> Batch)	Ms. PERIDA- TRAYVILLA, Ma. Karina Bercasio	Department of Labor and Employment(DOLE)	Bureau of Workers with Special Concerns	Director IV
2009 (7 <sup>th</sup> Batch)	Ms. VILCHEZ, Mary Rose Leyva	Department of Interior and Local Government(DILG)	Internal Audit Service	Director IV
2011 (9 <sup>th</sup> Batch)	Mr. DELOS REYES, Francis San Juan	Development Bank of the Philippines(DBP)	Development Bank of the Philippines	Senior Assistant Vice President

In addition, as target fields and challenges, “Regional Development Administration in Mindanao” was set for new system in the 1<sup>st</sup> Phase and “Regional Development Administration in Mindanao/Support for Establishment of Bangsamoro Autonomous Government” was set for new system in the 2<sup>nd</sup> Phase as part of assistance for Mindanao. For these categories, 40 persons so far

received fellowship to study abroad in Japan. Among the target fields and issues mentioned-above in the 2<sup>nd</sup> Phase, it should be noted that Prioritized Slots for Bangsamoro was instituted in order to develop human resources likely to drive autonomous government to be established in the future. Accordingly, during a period of three years from 2015 to 2017, 9 candidates received fellowship to study in Japan. The current phase (the 3<sup>rd</sup> Phase) does not set the Sub-Program for the relevant issues, and all Components are free to recruit according to their specific needs. To maintain a competitive environment, on the other hand, preferential measures are being undertaken in the selection process based on consensus by the Operating Committee.

### **3) Facilitation of cooperative relationship between Japan and JDS returned Fellows**

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

As one example, as is shown in JICA basic research, Mr. Bien Ali Ganapin (NEDA) promoted to Director of the department handling trade, services, and industry in 2018, and he participated in negotiation for Trade in Services under the Economic Partnership Agreement between the Philippines and Japan. In addition, the result of questionnaire survey for JDS returned Fellows under this Preparatory Survey shows many cases of involvement in Japan-related projects including JICA-related project, planning sister friendship city cooperation with Nagasaki Prefecture, etc.

## **(2) Challenges of JDS in the Philippines from its Initiation to FY2021**

### **1) Promotion rate of JDS returned Fellows**

The promotion rate for Philippine JDS returned Fellows is lower compared to that for their peers in other countries, as is shown in the JDS basic research. Although high reinstatement rate is secured as the Scholarship Service Contract mentioned earlier stipulates reinstatement of a certain period of time, JDS returned Fellows are found to remain in a certain position even several years after the return to the country. Despite this tendency cannot be simply compared by countries with different systems and scales, it is considered that this is affected by the nation's civil servant system in which an official must remain in a given position if there is no senior position vacancy although being allowed to apply if there is one.

In the JDS Preparatory Survey conducted for other countries in FY2019, the definition of critical mass in JDS was proposed by the consultant as follows; "30% (at least 20%) of JDS returned Fellows who have familiarity with Japan occupy the executive posts." Based on the questionnaire survey for main target organizations in this Preparatory Survey, some of organizations have a large number of executive posts, as is shown in Table 4. It shows that, at present, the percentage of important posts occupied by JDS returned Fellows in the Philippines is far from the definition above. In addition, as for DILG and DICT where JDS returned Fellows promoted to Assistant Secretary, they have 9 and 7 of its post, respectively<sup>4</sup>.

**Table 4 Number of higher positions in some of target organizations**

Organization	Secretary	Undersecretary	Assistant Undersecretary	Director IV	Director III
Department of Budget and Management (DBM)	0	5	3	25	18
National Economic and Development Authority (NEDA)	1	3	4	25	14
Department of Transportation (DOTr)	1	7	8	N/A	2
Department of Environment and Natural Resources (DENR)	1	9	7	21	30
Department of Trade and Industry (DTI)	1	7	12	32	22
Bangko Sentral ng Pilipinas (BSP)	6	4	27	N/A	79

With nearly 20 years having passed since the project launch, JDS returned Fellows earning promotion and good practices in government bodies have obviously been growing in number. To help JDS returned Fellows work effectively at the units they belong to, appropriate and continuous follow-up needs to be provided to them.

## **2) Steady acquisition of applicants and candidates**

Shown in Table 5 are the average number of applicants as compared for the old system, up to 2009, and new system in the 1<sup>st</sup> and 2<sup>nd</sup> Phase. In addition, Table 6 shows the number of applicants and the length of application period in the 3<sup>rd</sup> Phase.

<sup>4</sup> Reference to related webpages: DILG: <https://www.dilg.gov.ph/key-officials/> DICT: <https://dict.gov.ph/officials/>

**Table 5 Comparison to annual average number of applicants (until 2<sup>nd</sup> Phase)<sup>5</sup>**

	Old System (FY2002-2009)	1 <sup>st</sup> Phase under New System (FY2010-2013)	2 <sup>nd</sup> Phase under New System	
			(FY2014-2015)	(FY2016-2017)
Average Number of Applicants/year	109	77	61	112

**Table 6 Comparison to number of applicants and application period (3<sup>rd</sup> Phase)<sup>6</sup>**

	FY2018	FY2019	FY2020	FY2021
Number of Applicants	125	66	40	45
Application Period	126 days	47 days	36 days	22 days

Compared with the years up to 2009, when any local civil servant was allowed to apply, in the 1<sup>st</sup> Phase under new system, the fact that only candidates who belong to target organizations concerned were eligible for applying JDS led to decrease in the number of applicants.

The start of the 2<sup>nd</sup> Phase saw the range of target organizations become even narrower than in the 1<sup>st</sup> Phase without the applicant count decline coming to a halt. Under such a background, the Operating Committee decided to revise the number of target organizations in 2016 and loosen the classification of Components for target government agencies. This resulted in the number of applicants rising sharply. The 3<sup>rd</sup> Phase enabled application from every target organization without setting classification of Components for target government agencies, and the number of applicants increased further in FY2018.

However, in three out of four fiscal years (2019 to 2021) in the current phase, the Philippine government had a tendency to spend a significant amount of time following the procedures leading up to the execution of the G/A, which is necessary legal step for implementation of JDS Project. This resulted in the application period being shortened significantly, as is shown in Table 6. Next challenges include how to speed up procedure for the early conclusion of the G/A in order to secure a sufficient application period and sufficient number of applicants stably. Another challenge is how to develop promotional activities for application even under time constraints.

### **3) Intensifying competition with other donors, differentiation of JDS Project**

In the Philippines, scholarship programs run by the Australian government and Korean government are relatively popular, based on the confirmation through the project implementation and surveys until now. Also this Preparatory Survey including questionnaire and interview

<sup>5</sup> The above-mentioned years refer to recruitment and selection year. (JDS Fellows commence studying in Japan in the following year.)

<sup>6</sup> Same as the footnote 5



confirmed that most of target organizations provide opportunities of above 2 scholarships, and that some of them has a quite number of choices including U.S., U.K., New Zealand, and Netherland, etc. In particular, a scholarship program run by the Australian government, being adored as one allowing fellows to earn a master's degree within one year and from an education quality perspective, has been competing with JDS. It is quite important to continuously differentiate JDS Project.

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

##### **(1) Social and Economic Situation<sup>7</sup>**

The Philippines, lying in the south west of Japan, is 298,170 square kilometers in size and has 7,641 islands. Of the south Asian nation's population of approximately 109.04 million, about 13.48 million inhabit Metro Manila. Although ethnically consisting mainly of ethnic Malays, the Philippines is a multiethnic country inhabited by ethnic Chinese and ethnic Spanish as well, among others. Filipino, being the country's national language, is stipulated as its official language alongside English.

The Philippines is a constitutional republic country, for which a President is elected by direct vote of the Filipinos for a term of office of six years. Incumbent President Rodrigo R. Duterte, after taking office on June 30, 2016, specified measures to deal with illegal drugs, crime and bribery, coupled with peace and development of Mindanao, as the nation's key challenges. For peace and development of Mindanao, Bangsamoro Interim Autonomous Government was launched in February 2019, and the process is in progress for establishment of Bangsamoro Autonomous Government in 2025. Presidential election was held in May 2022, and president-elect will be inaugurated in June 2022.

For its diplomacy, the Duterte administration has as its basic policies: i) promotion of political and security cooperation through participation in bilateral and regional frameworks; ii) economic development through foreign capital introduction and job creation by means of economic diplomacy; and iii) protection of Filipino expatriate workers. The Philippines served as Chair of ASEAN for 2017, leading a series of meetings in success. In addition, since August 2019, the Philippines has been served as a coordinating country in ASEAN in negotiation for Code of Conduct in the South China Sea.

As for the state of the nation's economy, the economic growth rate has ranked over 6% since 2012 until 2018, and it was 5.7% in 2019, although it became -9.5% due to the impact of COVID-19 pandemic in 2020. Recently the country's principal industries have seen the service industry, including business process outsourcing (BPO) business such as for call centers, grow markedly (approximately 60% of GDP). For trade, a fiscal 2020 report from the Philippine Statistics

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<sup>7</sup> Summarized the information obtained from the website of Ministry of Foreign Affairs of Japan <https://www.mofa.go.jp/mofaj/area/philippines/index.html> (accessed on April 18<sup>th</sup> 2022)

Authority shows that electronic and electric hardware, composed chiefly of semiconductor Components, accounted for a high portion of the country's exports with Japan as well as with U.S. and China being a major export trading partner. The nation's imports consist mainly of: i) raw materials and intermediate goods, composed predominantly of semi-finished goods such as chemical products; ii) capital goods such as communication devices and electronic devices; and iii) fuels such as crude oils. Among the country's principal import trading partners are China, Japan and Korea.

## **(2) Situation of Higher Education<sup>8</sup>**

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

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

Independent organization Commission on Higher Education (CHED) is in control of higher education in the Philippines. Higher education schools in the Philippines comprise public and private ones with 70% of higher education institutions being accounted for by private educational institutions. For the academic year 2019–2020, higher education schools overall had 3,408,000 students. Graduates for academic year 2018–2019 totaled 797,000 students.

By gender, males accounted for 45.1% of total students for academic year 2019–2020 and females for 54.9% of the total. Males accounted for 40.3% of total graduates for academic year 2018–2019 and females for 59.7% of the total, showing there was almost no disparity between males

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<sup>8</sup> JICA : Nomura Research Institute, Ltd. (2015), "Data collection survey for higher education sector in the Philippines"

and females.

By major, business administration topped the list (233,000), trailed by education/ teacher training (170,000), engineering (87,000) and IT (81,000) in this order in graduates for academic year 2018–2019.<sup>9</sup>

### **1-1-5. Philippine Development Plan**

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

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

President Duterte calls the period up to 2022, when his term terminates, a “golden age of infrastructure” and sets a goal of increasing the infrastructure-related expense to 6 to 7% of GDP by 2022 with a large-scale infrastructure development plan “Build Build Build,” which forms the core of his socioeconomic policy. Urban transportation infrastructure was set as the most important issue, and 57% of budget was allocated to railway maintenance/ development, trailed by road/ bridge maintenance/ development (15%), new city development (13%), and airport maintenance/ development (9%).

### **1-2 Background of the Project**

Per capita GNI in the Philippines in 2020 was USD 3,430<sup>10</sup>, and the World Bank classifies the Philippines as a "lower middle-income country," putting the country over the limit for interest-free loan eligibility. However, for the Philippines to continue to achieve sustainable and inclusive growth into the future, there are a number of development issues that need to be tackled including; strengthening governance and reducing income disparity, improving the investment climate, expanding industry, improving infrastructure, enhancing the ability to respond to vulnerabilities such as natural disasters, and supporting sustainable peace and development in Mindanao. The ability and systems such as personnel, organizations, institutions, and finances of the government bodies and relevant government agencies are generally insufficient compared with the

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<sup>9</sup> CHED, “2020 Higher Education Facts and Figures” <https://ched.gov.ph/2020-higher-education-facts-and-figures/>

<sup>10</sup> <https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=PH>

development issues to be addressed. Therefore, it is of vital importance to develop government officials who play core roles to cope with these issues.

Furthermore, as well as being situated in a strategic area of maritime transportation routes and being an important country from a perspective of geopolitics and regional security, the Philippines is an important partner of Japan in East Asia, with shared values and strategic interests including democracy and the rule of law, and free market economics. Japan's contributions to stable development and the resolution of development issues in the Philippines through the development of human resources is also important for stability and peace in the East-Asia and Indo-Pacific region and is in accordance with the rule of law and pursuit of economic prosperity which are the aims of the Free and Open Indo-Pacific (FOIP).

### **1-3 Civil Service System in the Philippines<sup>11</sup>**

#### **(1) Administration System and Civil Service System**

##### **1) Framework of Philippine Administration System**

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

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

##### **2) Framework of Philippine Civil Service System**

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

##### **3) Classifications of Civil Servants**

Civil servants in the Philippines can be divided into two job categories: i) permanent civil servants with security of tenure and without terms of office and ii) non-permanent civil servants without

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<sup>11</sup> Referred to National Personnel Authority, Annual Report FY2014

security of tenure and with terms of office. The permanent civil servants have three levels, the First Level, the Second Level, and the Third Level. The promotion and the pay raise are decided based on each job category and level. The total number of civil servants, including non-permanent civil servants, is about 2.34 million, which is about 5.2% of around 45 million worker population<sup>12</sup> in the Philippines. Most civil servants are in the Second Level with about 1,190,000 workers or 50.8% of the all civil servants, and 67.7% of permanent civil servants.<sup>13</sup>

**Table 7 Classes of Positions in the Career Service<sup>14</sup>**

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

#### 4) Recruitment

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

Those who take the specialist personnel employment examination need to be at least 18 years old and hold Philippine citizenship regardless of academic backgrounds. Applicants for vacancies in

<sup>12</sup> Reference to the website of Philippine Statistic Authority

<sup>13</sup> Civil Service Commission (CSC) “Inventory of Government Human Resource - Career and Non-Career (as of AUGUST 31, 2021)”

<sup>14</sup> CSC (2016), “Revised Qualification Standards for Division Chief and Executive/Managerial Positions in the Second Level, Memorandum Circular”

the Third Level of permanent civil servants (career executive service) need to obtain qualification especially for high-level management apart from general qualification. This examination is carried out by the Career Executive Service Board under the CSC and consists of a written test, a test of management ability by simulation response, a test of leadership ability, etc., a practical work evaluation, and an interview.<sup>15</sup>

However, according to the statistics of the Career Executive Service Board, the percentage of career executive service occupied by permanent civil servants (career bureaucrats) is 56% while the remaining 44% are occupied by non-permanent officials due to political appointments etc.<sup>16</sup> By the major departments and agencies, the proportion of non-permanent civil servants is high in the Department of Justice (85.7%), the Department of Agriculture (69.5%), the Department of Finance and the Department of Transportation (68.8%), the Department of Social Welfare (65.4%), etc. In the Philippines, the merit system (performance based system) is set as the basic principle of appointment of civil servants, but in addition to the fact that the non-permanent civil servants are exceptional, it is also said that some issues are derived from a significant change in personnel as well as alternation of the heads of each agency by the change of administration.

#### 5) Promotion and Transfer (Career Path)

Recruitment and promotion of civil servants are set out in the “2017 Omnibus Rules on Appointments and Other Human Resource Actions” (revised in July 2018) by CSC. If there is a new vacancy in a department, it is announced on the web site, etc. in principle, and the employees who have the necessary qualification and work in the post directly under the vacant post can apply. The human resource selection committee set in each department and agency carries out the evaluation based on the result of the interview, etc. and the performance evaluation. The basic criteria for judgment are: i) academic backgrounds, ii) job experience, iii) employee performance evaluation for the past five years, and iv) scores in the promotion test.

**Table 8 Summary of Revised Qualification Standards for Division Chief and Executive/Managerial Positions in the Second Level<sup>17</sup>**

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

<sup>15</sup> Excerpted from Career Service Executive Board (2017) “The CES Written Examination” <http://www.cesboard.gov.ph/2018/index.php?title=Documents/Eligibility%20and%20Rank%20Appointment/erad.php#>

<sup>16</sup> CESB (2017) CES Occupancy Figures as of December 28, 2017 and CES Occupancy Statistics Report

<sup>17</sup> CSC (2016), “Revised Qualification Standards for Division Chief and Executive/Managerial Positions in the Second Level, Memorandum Circular”

**Table 9 Required Proficiency Level and Capacity for Managerial Positions<sup>18</sup>**

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

In the past in the Philippines, those who wished to promote to a Division Chief position or higher were required to obtain a master's degree. Due to the system reform in the fiscal year 2016, the completion of a training course offered by CSC is now regarded as an equal qualification<sup>19</sup>. Through interviews to target organizations under this Preparatory Survey, however, many of them answered that master's degree is a requisite for promotion. In addition, the ability and level required for the Second Level are also prescribed.

## 6) Gender Consideration

Concerning gender disparities in the Philippines in general, according to the “Global Gender Gap Report 2021”, the Philippines is ranked 17th of 156 countries, and 1<sup>st</sup> among ASEAN memberships.<sup>20</sup> In such circumstances, the Philippine government has announced a topic called “Gender and Development” and aims for the increase in female leaders and managers in administrative organizations toward the improvement in gender disparities especially in the political sphere.<sup>21</sup>

The percentage of female employees in civil servants is about 55.4% in the Philippines. JDS in the Philippines has accepted 399 JDS Fellows by 2021 and 57.4% of them are female. As the average female ratio for the whole JDS is about 40%, it can be said that the female ratio is relatively high in the Philippines.

## (2) Human Resources Development System

The main training organization for civil servants is CSC. It carries out various training in a cross-

<sup>18</sup> Same as the footnote 21.

<sup>19</sup> CSC (2019) “Clarification on the Education Requirement for Division Chief Positions with Salary Grade (SG) 23 and Below” and CSC (2016) “Revised Qualification Standards for Division Chief and Executive/Managerial Positions in the Second Level, Memorandum Circular”

<sup>20</sup> World Economic Forum “Global Gender Gap Report 2021”

<sup>21</sup> CSC (2017). “Gender and Development Agenda 2014-2016”, *Gender and Development*

sectional way over government agencies and concentrates especially on training for candidates for promotion to the upper management and employees in the upper management. As for an executive human resource development institution, the “Development Academy of the Philippines: DAP” engages in development of various employees. In the Philippines, training based on competency has been established so that adequate ability development can be carried out according to each government post.

As mentioned above, the qualification for promotion to the Division Chief can be also obtained by completing training by CSC. However, the interviews conducted with government agencies reveals that people strongly support the view that wide knowledge and special field acquired by education in graduate schools can lead to contribution in organizations (policy formulation, management within organization, etc.).

## **1-4 Trends of the Japan’s ODA to the Philippines**

### **1-4-1. Trends of the Japanese ODA**

#### **(1) Overview**

The Philippines is an important partner for Japan in all aspects of politics, security, economy, etc. Since the establishment of diplomatic relations in 1956, Japan and the Philippines have maintained good relations, mainly through economic cooperation. Japanese ODA to the Philippines began with a yen-loan-financed project in 1968. Since then, the Japanese government has been offering continued assistance to the country in the forms of technical cooperation, grant aid, and so on. The Philippines is one of the largest beneficiaries of Japanese ODA, while Japan is the largest ODA donor to the Philippines.

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



**Table 10 Country Assistance Policy for the Philippines by the Japanese Government**

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

JDS in the Philippines is situated as a project contributing to the development issue “strengthening the foundation for sustainable economic growth” and “securing human security for inclusive growth” in the rolling plan set under the Country Assistance Policy for the Republic of the Philippines.

Japan contributes to the development of the Philippines as the biggest donor of the OECD countries. Japan is the top donor in the total expense in bilateral aid.<sup>22</sup>

## **(2) Projects Implemented by JICA<sup>23</sup>**

JICA's total cumulative amount of assistance to the Philippines up to FY2019 was 3,118.5 billion yen in Loan Aid, 303.123 billion yen in Grant Aid, and 260.338 billion yen in Technical Cooperation<sup>24</sup>. Based on the Japanese Country Assistance Policy for the Republic of the Philippines, JICA carries out cooperation with an emphasis on i) achieving sustainable economic growth through further promotion of investment, ii) overcoming vulnerability, and iii) support for peace process in Mindanao conflict-affected region. One example of recent characteristic cooperation is the transport infrastructure area, which is considered to be important in the Philippine development policy as well. As a characteristic cooperation these days, in March 2018, a loan agreement was concluded between the two governments for the “Metro Manila Subway Project (Phase 1)” toward the development of the first subway in the Philippines.

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

<sup>22</sup> OECD Stat (2020) ODA Total, Gross disbursements, <http://stats.oecd.org/>

<sup>23</sup> Referenced the Map of JICA Major Projects Philippines), as of July 1, 2021

<sup>24</sup> ODA by Country 2020, Ministry of Foreign Affairs [6] Philippines, Table 1-2. Past assistance from Japan to the Philippines (cumulative)

growth such as creating employment opportunities and strengthening basic infrastructure is provided as well.

## **1-4-2. Japanese Government's Scholarship Programs**

### **(1) Overview**

As of May 1, 2021, there was a total of 242,444 international students in Japan (including both Japanese government scholarship students and privately financed students) from around the world<sup>25</sup>. In 2019, the total was 312,214 international students, surpassing the 300,000 mark, but the number has fallen below 300,000 in both 2020 and 2021, decreasing over the two years. The reason for the decrease is the COVID-19 pandemic that prevented many of new international students from entering the country<sup>26</sup>.

The total number of Philippine students has been increasing especially since 2012, and the number exceeded 1,000 in 2015. As for the number of foreign students studying in Japan in the past five years, the Philippines has been taking the 13th through the 15th place. While the number of students studying in Japanese language schools is prominently increasing, the number of students registered in higher education institutions is also increasing. As of May 1, 2019, the total number of Philippine students was 2,852 (including 1,405 in higher education institutions), which marked the largest number. As of May 1, 2021, the total number was 1,699 (including 1,316 in higher education institutions)<sup>27</sup>, and the decrease would be due to the COVID-19 pandemic like other countries.

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

**Table 11 Japanese government's scholarship programs**

Organization	Project	Purpose
Ministry of Education, Culture, Sports, Science and Technology (MEXT)	The Japanese Government (Monbukagakusho) Scholarship	To promote international cultural exchange between Japan and other countries and to promote mutual friendship, as well as to contribute to human resources development of foreign countries.

<sup>25</sup> Result of International Student Survey in Japan, 2021, March 2022, Japan Student Services Organization (JASSO)

<sup>26</sup> Ministry of Education, Culture, Sports, Science and Technology website  
[https://www.mext.go.jp/a\\_menu/koutou/ryugaku/1412692.htm](https://www.mext.go.jp/a_menu/koutou/ryugaku/1412692.htm)

<sup>27</sup> Result of International Student Survey in Japan, 2021, March 2022, Japan Student Services Organization (JASSO)

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 <u>researchers</u> .
	RONPAKU (Dissertation Ph.D.) Program	To support outstanding <u>researchers</u> from Asian and African nations in obtaining Ph.D. from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries.
Ministry of Foreign Affairs (MOFA)	Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP)	To provide <u>middle managers</u> in developing countries with opportunities to study in Master's degree courses in development-related areas in Western countries, Japan, etc. The project has been administered with donations from the Japanese government for longer than 25 years. More than 5,000 people have received the scholarship so far and more than 200 million dollars has been spent by the Japanese government. The project is intended for personnel in both the government and the private sector.
Ministry of Foreign Affairs (MOFA)	Asian Development Bank - Japan Scholarship Program (ADB-JSP) Japan-IMF Scholarship Program for Asia (JISPA)	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.
		This is a scholarship system run in Tokyo by the IMF Regional Office for Asia and the Pacific, based on aid from the Japanese government. The scholarship is offered in order to contribute to the reinforcement of government capabilities in macroeconomic and financial policy planning and implementation, with the aim of training <u>young administration officials</u> in the Asia-Pacific region. Annually, the scholarship is provided to about 35 scholars who study a Master's degree program in the partner universities such as Hitotsubashi University, International University of Japan, GRIPS and the University of Tokyo. There are also small slots for those who apply for a Ph.D. course in any university in Japan (not specified).
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 <u>scholars, researchers, and Ph.D. candidates</u> in Japanese Studies by providing them with the opportunity to conduct research in Japan. Natural sciences, medicine, or engineering fields are not applicable. Maximum 12 months.
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## (2) The Japanese Government (Monbukagakusho) Scholarship (Ministry of Education, Culture, Sports, Science and Technology: MEXT)

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

**Table 12 Overview of Research Student and YLP in MEXT Scholarship Program**

Program	Research Student	Young Leaders Program (YLP)
Purpose	Promote the international cultural exchange between Japan and other countries, cultivate friendship and goodwill, while contributing to the development of human resources in other countries. Students start as research students for 1-2 years. The duration of scholarship will be extended if the students pass entrance examination of graduate schools to be regular students. Half year will be allocated for preparatory education if students' Japanese proficiency is not enough.	Invite young public servants, etc. that are expected to play an active role as future national leaders in Asian countries to Japan, create a human intellectual network of leaders etc. of countries throughout the world by deepening the understanding of Japan, and contribute to the construction of friendly relations between countries including Japan and improvement of policy formulations functions. 1 year Master's degree course.
Establishment Year	1954	2001
Fields of study	All fields which Japanese graduate schools offer	Business Administration (Hitotsubashi University), Law (Kyushu University), Local Governance (National Graduate Institute for Policy Studies: GRIPS), Medical Administration (Nagoya University)
Language	Japanese or English	English
Fixed number of places	Not fixed	Not fixed
Main qualifications and requirements	Age: under 35 Work Experience: no experience is required. (Undergraduate students can apply.)	Age: under 40 or under 35 (depending on fields of study) Work experience: 3-5 years of professional work experience in the related field

Selection Procedure	Recommendation and selection by Japanese embassies, and recommendation by Japanese universities	Based on recommendations from the recommending institutions of the target country, document screening at Japanese accepting universities, and final selection by MEXT YLP Committee
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### (3) Overseas studies scheme under ODA

As for overseas study schemes by ODA, JICA dispatches long-term participants within the framework of technical cooperation. As is shown in the following table, totally 37 long-term participants have been dispatched from the Philippines in FY2017 through FY2021 under schemes such as “Innovative Asia” and “SDGs Global Leader”.

**Table 13 Number of JICA long-term participants from the Philippines accepted in FY2017-2021 (based on scheme)**

Scheme	Number
Innovative Asia	14
SDGs Global Leader	9
Agricultural Networks Program for Food Security (Agri-Net) Countries/Regions	3
Disaster Risk Reduction (DRR) Leaders Capacity Development for the Sendai Framework Implementation	3
Core Human Resource Development for Road Asset Management Program	2
Research and Development for Longer Life of Infrastructure and Asset Management	2
The Course for Top Leader of Public Policy	1
Human Resources Development for Autonomous Development of Electricity and Energy	1
Human Resources Development in the Mining Sector	1
Network for Utilization of Space Technology	1
Total	37

As for category, 12 JICA long-term participants of “government official” account for about one third of the total number, and their home organizations are common with target organizations of JDS. Among 3 participants of “private sector”, one participant is from Bangko Sentral ng Pilipinas (BSP). On the other hand, some participants are related to the specific schemes/ research topics. As for accepting university, only 2 universities/ graduate schools (International University of Japan/ Graduate School of International Relations and Hitotsubashi University/ School of International and Public Policy) are common with JDS Philippines. Therefore, it can be said that there is little overlap between JICA long-term participants and JDS.

**Table 14 Number of JICA long-term participants from the Philippines  
accepted in FY2017-2021 (based on category)**

Category	Number
Government Official	12
University/ Research Institute	8
Private Sector	3
Others or N/A	14
Total	37

**Table 15 Detail of participants from governmental organizations (central) and Bangko  
Sentral ng Pilipinas among JICA long-term participants from the Philippines  
accepted in FY2017-2021 (based on category)**

Organization	Number	Field	Scheme	Accepting University
National Economic and Development Authority (NEDA)	7	Economics/ Management (5) Politics/ Law/ Administration (2)	SDGs Global Leader (7)	International University of Japan (2), Waseda University (2), University of Tsukuba (1), Hitotsubashi University (1), GRIPS (1)
Department of Public Works and Highways (DPWH)	2	Science/ Engineering (2)	Research and Development for Longer Life of Infrastructure and Asset Management (2)	Kanazawa University (1) University of the Ryukyus (1)
Department of Energy (DOE)	1	Energy/ Resources	Human Resources Development for Autonomous Development of Electricity and Energy	GRIPS
Department of Environment and Natural Resources (DENR)	1	Science/ Engineering	Human Resources Development in the Mining Sector	Kyushu University
The Philippine Coast Guard (PCG)	1	Politics/ Law/ Administration	The Course for Top Leader of Public Policy	GRIPS
BSP Bangko Sentral ng Pilipinas (BSP)	1	Economics/ Management	SDGs Global Leader	Waseda University

As another case, the “ASEAN University Network/Southeast Asia Engineering Education Development Network (AUN/SEED-Net) Project Phase 4” offers academic degree programs mainly for young teaching staffs in the ASEAN member universities. There are three ASEAN member universities in the Philippines: the University of the Philippines Diliman, De La Salle University, and Mindanao State University - Iligan Institute of Technology. The total number of students to Japan or other ASEAN nations dispatched within the framework of AUN/SEED-Net between 2001 and 2020 is 1,575, of which 58 are students from the Philippines. 35 students were dispatched from De La Salle University, 19 from the University of the Philippines and 4 from Mindanao State University, which joined the project from Phase 3.<sup>28</sup>

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

As of October 2019, 1,469<sup>29</sup> Japanese companies are expanding their business into the Philippines. The number has increased by twice in the last 10 years. Since the Philippines has stable economic growth rate, young and abundant labor force with English communication skills, and low wages, the country is gathering attention as an attractive market. During President

<sup>28</sup> JICA, “AUN/SEED-Net Annual Report 2018-2019” “AUN/SEED-Net Annual Report 2019” and “AUN/SEED-Net Annual Report 2020-2021”

<sup>29</sup> Reference to JETRO’s website [https://www.jetro.go.jp/world/asia/ph/basic\\_01.html](https://www.jetro.go.jp/world/asia/ph/basic_01.html)

Rodrigo R. Duterte's official visit to Japan in 2019, 26 agreements regarding investment from Japan were concluded between the Philippines and Japanese companies. According to Department of Trade and Industry (DTI), it covered variety of fields such as automobile and medical equipment, total investment was estimated to be 288.8 billion pesos, and more than 80 thousand employment creation was estimated.

## 1-5 Trend of Other Donor's Aid

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

**Table 16 Other Donor's Scholarship Programs in the Philippines**

Program	Target	Degree	Field of study	Period
Australia Awards Scholarships (Australia)	Civil Servant/ General Public	Master's Degree/Ph.D.	Trade, Digital Economy, Infrastructure, Smart City, Cyber Security, Governance, Public Policy, etc.	1~2 years
Fulbright Program (U.S.)	Open Application	Master's Degree/Ph.D./ Visiting Scholar Program	All field except Civil Engineering, Medical Science, and Applied Mathematics & Science	4 months ~ 2 years
Chevening Scholarships (U.K.)	Open Application	Master's Degree	Environment, Science Innovation, Public Management, Gender & Development, etc.	1 year
KOICA Scholarship Program (Korea)	Civil Servant or Researcher	Master's Degree	Gender & Development, Agricultural Economics, Finance, ICT, Public Health, Science & Technology, Public Management, Urban & Regional Development, Natural Resources, Industry & Trade, etc.	1~2.5 years

Australia Awards Scholarships offer both short-term and long-term programs, which granted scholarships to the total of 890 individuals across the world in 2021. Although the number has been decreasing in the last 5 years after marking 4,204 in 2017, the number is estimated to be 2,075 in 2022. By region, nearly 90% of students are from Indo-Pacific region<sup>30</sup>.

The Australian Government started scholarship programs for people in the Philippines in the 1950s, which have so far given more than 3,500 Filipinos opportunities to study in Australia<sup>31</sup>.

<sup>30</sup> Australian Government, Department of Foreign Affairs and Trade "Australia Awards Statistical Profile: February 2022"

<sup>31</sup> Reference to website of Australia Awards Philippines <https://www.australiaawardsphilippines.org/>

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

Table 17 shows scholarship opportunities (excluding JDS and JICA long-term programs) in some of target organizations obtained from interviews and questionnaires under this Preparatory Survey. Not only Australia Awards Scholarship but KOICA Scholarship Program are also offered in many of them. Table 18 shows detail records and information regarding these 2 scholarships.

**Table 17 Scholarship Opportunities (excluding JDS and JICA long-term programs)  
in target organizations**

Organization	Australia Awards	Fulbright	Chevening	KOICA	Other Scholarship
Department of Finance(DOF)			✓	✓	India
Department of Budget and Management(DBM)	✓		✓	✓	Philippines
National Economic and Development Authority (NEDA)	✓			✓	New Zealand, Netherland, Belgium, Philippines
Department of Transportation (DOTr)	✓			✓	U.S. (World Bank), China
The Philippine Coast Guard (PCG)	✓		✓	✓	U.S. (USAID), Sweden, Taiwan
Department of Environment and Natural Resources (DENR)	✓	✓	✓	✓	Korea (Korea Environmental Industry and Technology Institute), New Zealand, Brunei International Hydrographic Organization(IHO)
Department of the Interior and Local Government (DILG)	✓			✓	Japan (GRIPS), Hungary, Philippines
Department of Trade and Industry (DTI)	✓			✓	Japan (Japan-IMF)
Bangko Sentral ng Pilipinas (BSP)		✓	✓		Japan (MEXT, Japan-IMF, ADB-Japan)

**Table 18 Records and information in target organizations regarding  
Australia Awards Scholarship and KOICA Scholarship Program**

Organization	Degree	Number/year	Frequency	Field (examples)
<b>Australia Awards</b>				
Department of Budget and Management (DBM)	Master's	1~3	every 1~3 year	Public Policy, Public Administration, Law, Human Resource Management
National Economic and Development Authority (NEDA)	Master's	3	every year	Infrastructure, Human Resource Management, Organization Management
Department of Transportation(DOTr)	Master's	N/A	sometimes	Railway, Finance, Human Resource Management, IT
Department of Trade and Industry(DTI)	Master's	3	every year	Fields related to applicant's duties
Department of Environment and Natural Resources (DENR)	Master's Ph.D.	1	sometimes	Marine Science, Remote Sensing
<b>KOICA</b>				
Department of Budget and Management(DBM)	Master's	1	sometimes	Public Policy, Public Administration
National Economic and Development Authority (NEDA)	Master's	1~2	every year	Public Administration, Urban & Regional Development, Gender
Department of Trade and Industry(DTI)	Master's	N/A	every year	Governance, Regional Development
Department of Transportation(DOTr)	Master's	N/A	sometimes	Railway, Aviation, Gender, E-government



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

### **2-1 Overview of JDS Project**

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

The JDS Project is not for supporting individuals, but characterized by focusing on developing human resources engaging in the priority areas (Sub-Programs) that are selected through discussions between target countries and Japanese related parties.

On the basis of the above mentioned aim and features of the JDS Project, the preparatory survey team investigates human resource development needs corresponding to the concerned Sub-Programs established based on the national development plan of the Philippines and Country Assistance Policy for the Philippines by the Japanese government, and existence of potential candidates at expected Target Organizations and others. Further, based on the result of the said survey, the survey team formulates the scale of the JDS Project set as four-batch package, and program plan of each Sub-Program (the Basic Plan for the Sub-Program).

The JDS framework was formulated and agreed upon by National Economic and Development Authority (NEDA) under the confirmation with the operating committee members in the field survey conducted from November 2021. Based on the discussion with the Philippines side, the maximum number of JDS Fellows per batch for the Master's Program in the next phase will be the same as the current phase, while the number of recipients of each development issue and the host university were reviewed and agreed with the Philippine side.

In addition, the Japanese side proposed that the Doctoral Program will be abolished from the next phase taking into account the result of recruitment and selection under the current phase as well as the result of the survey including feedback from target organizations. Based on the discussion, an agreement was reached with the Philippine side.

#### **2-1-1 Project Design**

In the field survey conducted from November 2021, the priority areas of assistance, development issues, and expected research areas for the JDS Philippines were determined based on the national development plan of the Philippines, Japan's development cooperation policy for the Philippines, and the human resource development needs of the Philippine government, as outlined in the table below. These priority areas of assistance and development issues were established with the goal of supporting the development of core administrative officers to address the Philippine's development issues.

**Table 19 The Framework of the JDS Project in the Philippines (intake FY2023-2026)**

JDS Target Priority Areas (Sub Program)	Development Issues (Component)	Expected Research Areas	Slot	
			Next Phase	Comparison with current phase
1. Strengthening the basis for sustainable economic growth	1-1. Enhancement of Public Administration	Public Policy, Development Economics, Governance, Politics, Labour Policy, Urban/Regional Development, Peace Building, etc.	8	+4 (in the case of sum of Component 1-1 and 1-2)
	1-2. Enhancement of Finance/Monetary Administration and Policy	Financial Policy, Fiscal Policy, Financial Administration, International Economics Law, Macroeconomics Policy, Tax-related Policy, Public Insurance System, etc.	2	
	1-3. Promotion of Trade and Industry/ Investment	Industrial Policy, Industrial Promotion, MBA, Promotion of Investment, International Economics, Supply-chain Management, Promotion of SME, Regional Development, Agriculture Economics, etc.	4	±0
2. Enhancing human security	2-1. Promotion of Infrastructure Improvement and Development	Urban/Regional Infrastructure Development, Planning Sustainable Development, Finance Law for Public Works, PPP, Asset Management, etc.	2	-4
	2-2. Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management	Environmental Administration, Environmental Policy, Planning Sustainable Environmental Management, Environmental and Social Considerations, Water Resource Development, Water and Sewage, Waste Management, Climate Change, Forest/Coastal Environmental Conservation, etc.	2	±0
	2-3. Enhancement of Disaster Risk Reduction / Management	Disaster Prevention Engineering, Soft Component for Disaster Risk Management, Planning Urban Development in consideration of Disaster Management, etc.	2	±0

### (1) Number of JDS Fellows, Component and Research Theme

Japanese side proposed to place the maximum number of JDS Fellows accepted for Master's Program at a total of 20 per year in principle, and to adjust some of the maximum numbers under each component, which were agreed by the Philippine side. The number was considered by zero-based thinking through the survey. As a result, there would be potential to secure 20 Fellows in total through modification of slot allocation, and validity of the maximum number was agreed by both Japanese and Philippine sides.

The basis for the changes to the allocation of places is as follows.

- 1-1. Enhancement of Public Administration (sub-program 1)

This Component is equivalent to “1-1. Enhancement of Public Administration and Finance” in the current phase (maximum number of JDS Fellows accepted is six) and is expected to directly contribute to the policy of “selecting people with high diplomatic significance and an operational perspective” by Ministry of Foreign Affairs in Japan. Furthermore, in the current phase, including FY2020 which was affected by the COVID-19 pandemic, we have been able

to select a stable number of JDS Fellows, and it is highly likely that we can gain excellent candidates by actively encouraging applications from target organizations. Based on these factors, we proposed that the maximum number of JDS Fellows accepted be increased to eight, increasing the total of this Component and “1-2. Enhancement of Finance/Monetary Administration and Policy” outlined below by four people from the current phase to a total of ten.

- 1-2. Enhancement of Finance/Monetary Administration and Policy (sub-program 1)

This corresponds to “1-1. Enhancement of Public Administration and Finance” (maximum number of JDS Fellows accepted: 6), and the “finance/banking” component would be made independent. As this will be a new Component, Japanese side proposed that the maximum number of JDS Fellows accepted be two.

- 2-1. Promotion of Infrastructure Improvement and Development

Regarding Sub-Program 2 “Enhancing human security”, it will be suitable to continue to accept candidates from the perspective of policy significance. However, in the current phase, as there was not a large number of candidates in the fields of natural science and engineering, and also in order to demarcate this from the technical cooperation (acceptance of long-term trainees, etc.), Japanese side proposed a maximum number of two JDS Fellows in each Component.

“2-1. Promotion of Infrastructure Improvement and Development” corresponds to section “1-3. Promotion of Infrastructure Improvement and Development” (maximum number of people accepted: 6) in the current phase. For the aforementioned reasons, and in consideration that this Component has the lowest ratio of applicants to places among all Components (particularly in FY2019 and FY2020 when the number of applicants fell below the number of places), Japanese side proposed that the maximum number of JDS Fellows accepted be reduced by four to a total of two Fellows.

## **(2) Target Organization**

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

**Table 20 Expected Main Target Organizations**

JDS Target Priority Areas (Sub Program)	Development Issues (Component)	Expected Main Target Organizations
1. Strengthening the basis for sustainable economic growth	1-1. Enhancement of Public Administration	NEDA, DOF, DBM, DOLE, POEA, TESDA, DILG, LGUs, BTA, DOH, CSC
	1-2. Enhancement of Finance/Monetary Administration and Policy	BSP, DOF, SEC, DTI, DBP, LDB, SB Corp, BTA
	1-3. Promotion of Trade and Industry/ Investment	DTI/BOI, PEZA, PCC , DA, BTA
2. Enhancing human security	2-1. Promotion of Infrastructure Improvement and Development	DPWH, DOTr, NEDA, BTA
	2-2. Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management	DENR, NEDA, NWRB, DOE, LGU, WD, DPWH, LWUA, OP/CCC, BTA
	2-3. Enhancement of Disaster Risk Reduction / Management	DPWH, LGU

In addition, the survey team pointed out the importance of the needs for the JDS Philippine and demarcating this project from technical cooperation, and of designing the project strategically in order to compete with the scholarship systems offered by other countries. The team proposed to identify the needs for the JDS in specific ministries and agencies from the following perspectives and to conduct effective recruitment activities, which were agreed by the Philippine side.

- Ministries and agencies that contribute to strengthening bilateral relationship between the Philippines and Japan

Office of the President of the Philippines (OP)

Department of Foreign Affairs (DFA)

Department of Finance (DOF)

Department of Budget and Management (DBM)

National Economic and Development Authority (NEDA)

- Ministries and agencies responsible for key development fields

Department of Transportation (DOTr) (including Philippine Coast Guard (PCG))

Department of Energy (DOE)

Department of Environment and Natural Resources (DENR)

## Department of Public Works and Highways (DPWH)

Under this preparatory survey, the survey team confirmed human resource development needs through hearings and questionnaires with the main target organizations, and the results are shown in the table 3 below. It was confirmed that all target organizations have high human resource development needs for the Master's Program (including JDS), and that their high priority development issues generally matched the anticipated issues mentioned above.

**Table 21 Human resource development needs of main target organizations**

Name of organization	Human resource development through Master's Program (including JDS)	Higher priority on Development Issues (Component)
Department of Foreign Affairs (DFA)	Necessary Higher priority	1-1. Enhancement of Public Administration 1-2. Enhancement of Finance/Monetary Administration and Policy
Department of Finance (DOF)	Necessary Higher priority	1-1. Enhancement of Public Administration 1-2. Enhancement of Finance/Monetary Administration and Policy
Department of Budget and Management (DBM)	Necessary Higher priority	1-1. Enhancement of Public Administration 1-2. Enhancement of Finance/Monetary Administration and Policy
National Economic and Development Authority (NEDA)	Necessary Higher priority	1-1. Enhancement of Public Administration 2-1. Promotion of Infrastructure Improvement and Development 2-3. Enhancement of Disaster Risk Reduction / Management
Department of Transportation (DOTr)	Necessary Higher priority	1-1. Enhancement of Public Administration 1-2. Enhancement of Finance/Monetary Administration and Policy 2-1. Promotion of Infrastructure Improvement and Development
Philippine Coast Guard (PCG)	Necessary Higher priority	2-3. Enhancement of Disaster Risk Reduction / Management
Department of Environment and Natural Resources (DENR)	Necessary Higher priority	1-1. Enhancement of Public Administration 2-2. Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management 2-3. Enhancement of Disaster Risk Reduction / Management
Department of the Interior and Local Government (DILG)	Necessary Higher priority	1-1. Enhancement of Public Administration 1-2. Enhancement of Finance/Monetary Administration and Policy 1-3. Promotion of Trade and Industry/ Investment 2-2. Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management 2-3. Enhancement of Disaster Risk Reduction / Management
Department of Trade and Industry (DTI)	Necessary Higher priority	1-4. Promotion of Trade and Industry/ Investment

Bangko Sentral ng Pilipinas (BSP)	Necessary Higher priority	1-1. Enhancement of Public Administration
Development Bank of the Philippines (DBP)	Necessary Higher priority	(no comment/answer)
Local Water Utilities Administration (LWUA)	Necessary Higher priority	1-1. Enhancement of Public Administration 2-2. Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management 2-3. Enhancement of Disaster Risk Reduction / Management
Philippine Institute for Development Studies(PIDS)	Necessary Higher priority	1-2. Promotion of Trade and Industry/ Investment 2-2. Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management

### (3) Accepting Universities

Prior to the preparatory survey, announced the anticipated fields of study and development issues in the JDS Philippines to universities widely, and invited each university to submit a proposal including from which countries they wish to host JDS Fellows and which issues they wish to support. As a result, 43 proposals in total were submitted from 23 graduate schools at 18 universities.

Based on the evaluation guidelines, JICA evaluated the contents of proposals which had been submitted by universities and items such as the past records of accepting international students including JDS Fellows. After that, during the preparatory survey phase, the survey team presented a shortlist of Japanese universities to the Philippine side, and explained that these universities were believed to have put forward the best offers with respect to the proposed Components, along with background information about the universities. As a result, agreement was reached on the accepting universities and accepting numbers as shown in the table below.

In the next phase, it has been decided to add Nagoya University Graduate School of International Development under Component “1-1. Enhancement of Public Administration”, International University of Japan Graduate School of International Management under Component “1-2. Enhancement of Finance/Monetary Administration and Policy”, and University of Tsukuba Graduate School of Science and Technology under Component “2-2. Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management”.

In the current phase, as the focus is on providing a broad range of options for university graduate schools, many of the university graduate schools have a place for only one Fellow. However, it was agreed to accept two Fellows for each university graduate school, as by accepting multiple Fellows it can be expected that through economies of scale it will have the effect of expanding the network between the host university and the Philippines and to produce results after the Fellows’ return.

**Table 22 Accepting Universities of the JDS Project in the Philippines**

JDS Target Priority Areas (Sub Program)	Development Issues (Component)	University	Graduate School	Slot
1. Strengthening the basis for sustainable economic growth	1-2. Enhancement of Public Administration	International University of Japan	Graduate School of International Relations	2
		Hitotsubashi University	School of International and Public Policy	2
		<u><b>Nagoya University</b></u>	<u><b>Graduate School of International Development</b></u>	2
		Meiji University	Graduate School of Governance Studies	2
	1-2. Enhancement of Finance/Monetary Administration and Policy	<u><b>International University of Japan</b></u>	<u><b>Graduate School of International Management</b></u>	2
	1-3. Promotion of Trade and Industry/ Investment	Kobe University,	Graduate School of International Cooperation Studies	2
		Rikkyo University	Graduate School of Business	2
2. Enhancing human security	2-1. Promotion of Infrastructure Improvement and Development	Yokohama National University	Graduate School of Urban Innovation	2
	2-2. Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management	<u><b>University of Tsukuba</b></u>	<u><b>Graduate School of Science and Technology</b></u>	2
	2-3. Enhancement of Disaster Risk Reduction / Management	Nagoya University	Graduate School of Environmental Studies	2

※Universities underlined and in bold are accepting universities that have been changed or added from the current phase.

※Nagoya University Graduate School of Environmental Studies accepts JDS Fellows in cooperation with the Graduate School of Engineering.

#### (4) Ph.D. Programs

Based on the agreement with the Philippine side through the previous preparatory survey, the JDS Doctoral Program for the Philippines was introduced from the current phase. However, as shown in the table below, in reality we were unable to gain a sufficient number of qualified applicants and successful candidates. In particular, there were no successful candidates in the FY2020 selection process.

**Table 23 Result of recruitment and selection for the Ph.D. Program in the current phase**

Fiscal Year of Selection (Fiscal Year of Entrance)	FY2018 (FY2019)	FY2019 (FY2020)	FY2020 (FY2021)
Slot	2	2	2
Number of applicants	7	4	1
Number of qualified applicants	2	1	1
Number of successful candidates	1	1	0

The inability to secure a sufficient number of applicants at the application stage was raised during the implementation of the current phase of the project, and reasons given included that obtaining a doctoral degree is not necessarily a requirement for promotion in the Philippines, the difficulty in adjusting personnel due to a three-year absence from the applicant's department, and the hurdle of preparing a research plan approved by the teaching faculty of the Graduate School to which the applicant is applying. Furthermore, in the preceding preparatory survey, it was confirmed that it is mainly the science and technology related organizations that have the greatest need for doctoral programs.

Against such a background, in this preparatory survey, Japanese side instituted a policy of confirming the need for a doctoral program at each main target organization and verifying whether the doctoral program places can be maintained. The table below shows the results of hearings and questionnaires conducted with the main target organizations.

**Table 24 Needs for the Ph.D. Program of main target organizations**

Name of organization	Human resource development through Ph.D. Program (including JDS)	Reason/ Background
Department of Foreign Affairs (DFA)	Less priority compared to Master's Program	-Ph.D. is not a requirement for promotion
Department of Finance (DOF)	Less priority compared to Master's Program	-Difficulty in letting potential applicants take leave for 3 years' study abroad
Department of Budget and Management (DBM)	Having no need for Ph.D. Program	-Ph.D. is not a requirement for promotion -Difficulty in letting potential applicants take leave for 3 years' study abroad
National Economic and Development Authority (NEDA)	Less priority compared to Master's Program	-Ph.D. is not a requirement for promotion (However, Ph.D. degree holders get additional points in several sections)
Department of Transportation (DOTr)	Less priority compared to Master's Program	-Ph.D. is not a requirement for promotion
Philippine Coast Guard (PCG)	Having no need for Ph.D. Program	-Placing importance on Master's degree only
Department of Environment and Natural Resources (DENR)	Less priority compared to Master's Program	-Basically placing importance on Master's degree, while Ph.D. degree is valuable in some specific/ technical areas



Department of the Interior and Local Government (DILG)	Having no need for Ph.D. Program	-Difficulty in letting potential applicants take leave for 3 years' study abroad
Department of Trade and Industry (DTI)	Having no need for Ph.D. Program	-Ph.D. is more essential in the academic institutions and agencies
Bangko Sentral ng Pilipinas (BSP)	Having needs for Ph.D. Program	-Majority of the Ph.D. holders take higher positions and bigger roles
Development Bank of the Philippines (DBP)	Having no need for Ph.D. Program	-Difficulty in letting potential applicants take leave for 3 years' study abroad
Local Water Utilities Administration (LWUA)	Having needs for Ph.D. Program	(no comment/answer)
Philippine Institute for Development Studies (PIDS)	Currently having no need for Ph.D. Program	-Some positions require Ph.D., while all the incumbents of these positions already have Ph.D.

As shown in Table 24, the majority of institutions replied that they “did not have a need for a doctoral program” or that “the need for a doctoral program is a lower priority than the master’s program”, and most gave the reasons as “a doctoral degree is not a requirement for promotion” or “it would be difficult if civil servants were away studying for three years”. In addition, in relation to the first reason, when we inquired through the survey how many key personnel (Division Chief or higher) had acquired doctoral degrees, it was found that overall the proportion of those with doctoral degrees was low, as shown in the table below.

**Table 25 Ph.D. degree holders among officials in influential posts  
(Division Chief or higher) in main target organizations**

Name of organization	Number (Percentage)	Job titles of Ph.D. degree holders
Department of Budget and Management (DBM)	1/134 (0.7%)	Undersecretary(1)
National Economic and Development Authority (NEDA)	18/130 (13.8%)	Secretary(1), Undersecretary(3), Director IV(3), Director III(5), Division Chief(6)
Department of Transportation (DOTr)	0/32 (0%)	
Department of Environment and Natural Resources (DENR)	4/90 (4.4%)	Assistant Secretary(1), Director IV(1), Director III(2)
Department of Trade and Industry (DTI)	0/119 (0%)	
Bangko Sentral ng Pilipinas (BSP)	33/1,100 (3%)	Secretary(3), Undersecretary(2), Assistant Secretary(3), Director III (5), Director II(8), Division Chief(12)

The Philippine side suggested that it may be worth continuing doctoral program if even a slight need can be confirmed, including from science and technology related organizations. However, the main target of the JDS Project is not technicians and researchers, but administrative officials

who will formulate policy or contribute to the strengthening of bilateral relationship. Furthermore, in the survey through hearings and questionnaires in this preparatory survey, some of the responses about doctoral programs were negative even among science and technology related organizations.

Against such a background and based on the survey results, it was considered that it is highly unlikely to be able to ensure a sufficient number of applicants and candidates consistently over four years, and based on a proposal from Japanese side, both Japanese and the Philippine side agreed not to accept applications for doctoral programs in the next phase.

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

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

It was agreed during the survey that as in the current phase, the Operating Committee would consist of members from three organizations from the Philippine side (NEDA, CSC, DFA) and two from Japanese side (Embassy of Japan in the Philippines and JICA Philippine Office).

**Table 26 Operating Committee Member**

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

### **(2) Role of Operating Committee**

The functions and roles of the Operating Committee based on the JDS operational guidelines were confirmed again with the members of the Philippines. Since JDS is not a mere scholarship project but is an input for development, the Operating Committee in the Philippines is expected to provide active cooperation in the collection and screening of applications and use JDS Fellows effectively after they return home. In addition, higher commitment by the Operating Committee to the strategic recruitment and selection of candidates is expected in view of strengthening the bilateral relationship as well as the career path of JDS returning Fellows.

**Table 27 Role of Operating Committee**

Role	Details
Formulate the recruitment and selection plan	Based on national development plans of the Philippines and Japan's economic cooperation policy, the basic policy of recruitment activities for each fiscal year (priority development issues, main target organizations, application briefing method, etc.) are determined. Selection principles for JDS Project in the Philippines are determined in accordance with the JDS Operating Guidelines.
Interview the candidates	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	Follow-up including strategies for utilizing JDS returned Fellows to promote the outcomes of the project
Others	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 (Master' Program)**

Based on the framework agreed upon during the field survey conducted from November 2021, the Basic Plan will be drafted in each of the JDS priority areas (Sub-Programs) and it will be presented to the first Operating Committee.

Each Basic Plan outlines the objectives and evaluation indicators and also describes the role of JDS in the context of development policy in the Philippines in each of the JDS priority areas. In addition, it sets out the principles and a summary of the history of aid provided by Japan, and describes the initiatives undertaken by the accepting universities. The JDS Fellows for four batches will be formulated as a single package or phase. JDS Fellows are sent under the same Sub-Programs/Components, Target Organizations and accepting universities for six years, in accordance with the Plan. This approach is designed to boost the policy-making and administrative competencies of core personnel and in turn enhance the policy-making capacity of Target Organizations.

Below table is proposed applicant eligibility of the JDS Project in the Philippines. Details will be approved at the first Operating Committee of FY2022.

**Table 28 Applicant Eligibility of the JDS Project in the Philippines (Tentative)**

item	Condition
Nationality	Citizens of the Republic of the Philippines
Age	Between 22 and 39 as of April 1st in the year of dispatch (in principle)
Academic Background	Possess a Bachelor Degree relevant to the target fields Relevant academic/research career or working experience can be considered as the alternative to meet the requirement.
Job Category	Have permanent status
Work Experience	Have at least 2 (two) years of work experience, particularly in work relevant to the selected Component, at the time of application
English Proficiency	Have enough English language proficiency TOEFL iBT 79-80 (PBT 550) / IELTS 6.5 or higher is preferable.
Others	Those who are currently awarded or scheduled to receive another scholarship, and those who have already obtained a master's or higher degree overseas under the support of foreign scholarship are ineligible. Must well understand the objective of JDS Project, and should have a strong willingness to work for the development of the Philippines and contribute to the friendly relations between the Philippines and Japan after their return. Have a performance rating of at least 'Very Satisfactory' for the last 1 year in the organization Military personnel registered on the active list or person on alternative military service cannot apply for JDS. Be in good physical and mental conditions

#### **2-1-4 Acceptance into the Ph.D. Program**

As shown in 2-1-1 (4), both Japanese and the Philippine side agreed not to accept applications for doctoral programs in the next phase.

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

In collecting and screening applications for JDS scholarships, NEDA, which serves as the co-chair of the Operating Committee, plays a leading role in planning, implementing, managing, and supervising JDS.

During the period when JDS Fellows study in Japan, the Philippine government periodically monitors them through its implementation agent and submits reports to JICA. It also confirms the progress in JDS, pending matters, and so forth through periodical reports submitted by the agent and works with other members of the Operating Committee to take appropriate measures as required, and in addition, it takes actions such as supporting JDS Fellows in collecting necessary data to write a master's thesis.

After the JDS Fellows return to the Philippines, 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 Philippine government shall

hold a Reporting Session in order to acknowledge their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange and cooperation with Japan. The Operating Committee takes necessary measures to facilitate the outcomes of the project, particularly it is essential for them to make efforts to let JDS Fellows return to their previous job or have a position in a key government organization where they can utilize their experience in Japan.

## 2-3 JDS Project Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS Project from FY2022 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 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 Philippine government. The Agent will conclude a contract with the Philippine government to implement the JDS Project on behalf of the government.

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Preparatory Survey									
1st Batch (Master)		R/S	A		R				
2nd Batch (Master)			R/S	A		R			
3rd Batch (Master)				R/S	A		R		
4th Batch (Master)					R/S	A		R	

**Figure 2 Implementation Process**

## 2-4 Recruitment and Selection Methods

### 2-4-1 Recruitment Methods

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

#### (1) Recruitment Tools / Materials

Recruitment tools include a recruitment website operated by the Agent, brochures, posters and leaflets, as well as information through SNSs such as Facebook pages of JDS Philippines, blogs, press releases on each organization’s website, civil servants-targeted radio and TV programs, in

cooperation with the Operating Committee members and HR department in the target organizations. Although an individual Component is not set up for Mindanao, the region has been and continues to be a priority area for the development cooperation in the Philippines. Taking security situation into consideration and discuss approaches to widely reach potential applicants in distant places by utilizing media such as newspapers and radio advertisements, even if information sessions or visit the target organizations cannot be implemented in the area.

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

## **(2) Recruitment Methods**

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

Due to the COVID-19 pandemic, the aforementioned sessions has been conducted via online since FY2020. Online method can get a good reputation from participants in that it enables flexible operation without limitation of time and place. It will be expected to utilize online method and/or “hybrid method” (combination of online and face-to-face meeting).

In view of difficulties in clearly indicating a schedule leading up to the execution of the G/A, it was agreed through the Preparatory Survey to make active promotion to encourage applications to the extent that is not in conflict with a G/A and with possible delays in executing the G/A in mind. In this context, prior to regular recruitment activities by the Agent, NEDA and Operating Committee members are recommended to make promotions through target organizations. In addition, commitment by Embassy of Japan in the Philippines, JICA Philippine Office, and Department of Foreign Affairs (DFA) is indispensable in terms of selection of candidates contributing to strengthening the bilateral relationship.

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

and parties who have experience of studying in Japan, it can contribute to increasing the number of applications.

### **(3) Support on JDS Applications**

As in other countries, JDS in the Philippines has been told by professors of accepting universities to improve the quality of research proposal. At the same time, the Operating Committee of the Philippine side has questioned the need for research plan. Creating these documents certainly represents a substantial workload, with minimal advice or input forthcoming from HR personnel. There are reports of applicants being overlooked despite having been recommended by government departments. Ideally, recruitment information sessions and government briefings should be used as a forum for providing government recruiters, potential applicants and failed applicants from last year with information about preparing application documents and advice on drawing up research programs. Against this background since 2019, apart from the normal recruitment sessions, the Agent in collaboration with NEDA and JICA Philippine Office has organized “Review Seminars,” which are specialized to share the application tips for failed applicants. Considering a positive reputation by participants as well as possible delays in executing the G/A, these complementary sessions are expected to be held periodically.

#### **2-4-2 Selection Method**

Selection will be conducted in three stages: document screening by accepting university, technical interview by professor of accepting university, and comprehensive interview by the Operating Committee. Prior to the selection, guidelines for selection procedures will be formulated, which are to be approved by the Operating Committee, to select candidates according to the purpose of this project. The Operating Committee will rule on the following aspects of the selection process at a later date.

##### **(1) Selection Method for the 2<sup>nd</sup> Priority University System**

The 2<sup>nd</sup> Priority University System has been introduced for the JDS Project in the Philippines since the academic year 2016 based on the decision by the Operating Committee. In the past selection there was the case where applicants for less competitive university passed with lower score than applicants for highly competitive university. Another case was that outstanding applicants became unsuccessful in the selection process, and some slots remained unfilled in the end. Thus, there was an argument that this system would be effective to raise the possibility of selecting more outstanding individuals as the successful candidates.

Applicants are allowed to apply for up to 2 universities of their choice, and they are required to submit two respective research proposals. Those who pass the 1<sup>st</sup> selection (document screening) for 2 universities are qualified for the 2<sup>nd</sup> selection (technical interview) for both. Likewise, those who pass the 2<sup>nd</sup> selection for 2 universities are qualified for the final selection (comprehensive interview) for both. If they are in the list of the finalists of both universities, basically they are

allowed to put a priority on their first choice.

While there is an aspect that the 2<sup>nd</sup> Priority University System gives applicants more options and more chances to be selected as successful candidates, it cannot be said for certain that this system is the best selection method<sup>32</sup>. It may be meaningful to verify the effectiveness of the 2<sup>nd</sup> Priority University System again in the next phase in collaboration with the Operating Committee.

## **(2) Consideration to Mindanao/Bangsamoro related personnel**

The previous phase (the second phase) saw the introduction of two Components, “Public Policy” and “Infrastructure Development,” under the Sub-Program to develop human resources who would drive the Bangsamoro Autonomous Government planned to be established in the future (“Regional Development Administration in Mindanao/Support for Establishment of Bangsamoro Autonomous Region”). Each Component had a Bangsamoro Prioritized Slots, whereby staff from agencies and bodies closely engaged in the relevant issues could be considered individually. The current phase (the third phase) does not set the Sub-Program for the relevant issues, and all Components are free to recruit according to their specific needs. To maintain a competitive environment, on the other hand, preferential measures are being undertaken in the selection process in consideration of the following aspects. Whether or not to continue these measures in the next phase should be considered by the Operating Committee.

- 1) To ask a question regarding “contribution to regional development in Mindanao” to all candidates in comprehensive interview
- 2) To add points (maximum 10 points) for evaluation based on the question above
- 3) To select final candidates based on the total points including above mentioned additional points

## **(3) Gender consideration**

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

The Philippines has not had gender considerations in previous JDS selection processes. The breakdown of JDS Fellows is 42.6% male and 57.4% female. Given that women are already well represented, any consideration of the gender balance in JDS will take into account the gender policies of the Philippine government.

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

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

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<sup>32</sup> The details are shown in p.69 of this report.



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.

### **2-5-1 Contents of Pre-departure and Post-arrival Orientation**

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

After arrival, the gist and objectives of this project, the roles JDS Fellows are expected to play and possibilities of coordinating with other projects will be communicated to improve recognition of participation to the JDS Project and their motivation. By incorporating leadership training and through active group work, the Fellows will be urged to have a sense of purpose as leaders and an opportunity to learn about what elements are necessary to become a leader. University faculties will be requested to give lectures on the basic knowledge of Japanese politics, economy, society and culture.

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

The Japanese language training will be implemented for around 100 hours as a total of pre-departure and post-arrival courses. JDS Fellows will not only gain necessary conversation ability in Japanese, they will also gain an understanding of Japanese culture, lifestyle and social manners

through hands-on learning, and they will be taught useful communication techniques for daily life. Learning Japanese is useful not only for facilitating the student life of JDS Fellows, but also for building a network with Japanese people. In 2021 the JDS Philippines increased the number of learning hours from 30 hours to 75 hours, and further increase is expected to be considered in the future.

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

In regards to the impact of COVID-19 that occurred in 2020, it is difficult to predict the impact of pre-departure and post-arrival orientations/trainings for JDS Fellows in the next phase, which will be accepted from the next fiscal year. Considering the social changes with and after corona, taking care of the infection prevention, it is required to consider using video content and conducting online orientation without compromising the quality and quantity of training content.

In the academic year 2021, no group training sessions took place during pre-arrival and post-arrival training courses. Instead, training was conducted mainly using video content and online orientation was organized. Because of Japan's border control measures that were in place, JDS Fellows arrived in Japan from various countries in sequence over a long period of time between October and December, and particularly important training sessions (e.g. safety management training session) were conducted in September before their arrival and the rest of the training sessions was conducted in December when almost everyone was in Japan. Based on what we have learned from the training conducted up until the academic year 2021, we will continue to examine what should be included in future training programs and how they should be conducted according to the situation.

### **2-5-2 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 programs such as pre-return program to be held during their stay in Japan.

In recent years, JDS pre-return program includes sessions on “JICA Development Studies Program<sup>33</sup>” in its contents, which facilitate JDS Fellows to obtain basic knowledge regarding Japan’s modernization history and development experiences. It also raises awareness of JDS Fellows as JICA scholars who are expected to make a contribution in strengthening bilateral

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<sup>33</sup> Reference to related pages in JICA’s website <https://www.jica.go.jp/dsp-chair/english/index.html>

relationship. In addition, universities joining this program offers courses related to Japan's development experiences, which promotes understanding from the academic viewpoint.

During the pre-departure orientation program in the Philippines, likewise in other countries, JICA Philippine Office will be requested to give a briefing on Japan's development experience and assistance policy toward the Philippines as well as projects currently implemented in the Philippines. The importance of bilateral relationship between the Philippines and Japan will be highlighted by Department of Foreign Affairs (DFA) as well. In addition, the Agent will explain the JDS Project, necessary preparations and procedures to go to Japan, and introduce Japan society and culture.

As basic knowledge necessary for studying in the master's program, lectures on logical thinking methods, academic writing, etc., which are requested as the needs of JDS Fellows in the Philippines by host universities, will also be considered.

### 2-5-3. Contents of Enrichment Program

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

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

According to the results of the questionnaire to the JDS returned Fellows of other countries, many of them wanted internship opportunities in the Japanese ministries and agencies, networking events with Japanese administrative officers, etc. as possible programs provided during their stay. Some programs have been already implemented, such as networking events with Japanese administrative officers conducted by the implementing agent and individual internships at the Ministry of Foreign Affairs and JICA, and it is desirable to be continued as a part of the project and further developed.

In addition, exchange events with local communities are also of great interest to returned fellows. In the questionnaire survey conducted before the return of JDS Fellows by the implementing Agent, many fellows comment that they wanted to have more opportunities to interact with

Japanese people, along with Japanese language. If those opportunities to exchange with local Japanese people and community are provided such as events coordinated with a local international communication organization and homestay programs, it will lead for the JDS Fellows to gain deeper experience of Japanese society.

In the JDS basic research conducted in FY2019, the following recommendations were made for adding value and branding so that JDS will continue to be recognized as a high-value scholarship program. As mentioned above, some programs are already being implemented, but it is necessary to promote efforts with these recommendations to differentiate JDS as a scholarship program with more distinctive features.

### **2-5-3 Contents of Special Program**

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

The special program consists of the following aims.

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

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

## **2-6 Monitoring, Guidance and Counseling**

### **2-6-1 Implementation System**

A coordinator of the implementing Agent is assigned to each university, which accepts the JDS Fellows in order to build a good relationship with faculty members and staff of the university and to respond to the Fellows promptly in case of emergency. In case the university is located in a

provincial city, a responsible person is assigned in the nearest branch of the Agent.

### **2-6-2 Guidance and Counseling**

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

### **2-6-3 Monitoring meeting**

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

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

In order to prevent the spread of COVID-19, when it is difficult to conduct face-to-face monitoring, interviews will be conducted remotely such as online interviews. In case a possible case of infection is found among JDS Fellows, the Agent will contact frequently with them, and take the necessary support by working together with related stakeholders until the concerns are solved.

### **2-6-4 Response in Case of Emergency**

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

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

Furthermore, the following measures will be taken to prevent JDS Fellows from being infected with COVID-19 during their stay in Japan.

- Providing the information on COVID-19
- Bring to JDS Fellows attention to prevention of infection
- Request for postponement of overseas travel (overseas research, private travel), provision of support for JDS fellows to return to Japan
- Hearing from JDS Fellows on their health conditions, supporting JDS Fellows with a possible case of infection, and providing counseling who are worried

For JDS Fellows who are concerned about infection, the Agent promptly consults with medical institutions and provides the necessary support under the guidance. In addition, if there is a possibility of infection, the Agent will immediately report to JICA and the persons involved in the project.

## **2-7 Follow-up Activities**

The objective of JDS is “for young administrative officials who are expected to be involved in socio-economic development of the Philippines and play important roles in the future, and who have returned home to contribute to solutions of development issues of the Philippines as core personnel after obtaining the relevant degrees (i.e., master's degree and doctoral degree) in graduate schools in Japan as well as to the future partnership between the Philippines and Japan through personnel network construction.” In order to achieve this, it is necessary to work on their acquisition of specialized knowledge, research activities, and construction of personnel network through studying in universities in Japan as well as various follow-ups for JDS Fellows who are studying in Japan and those who returned home. Effective follow-ups largely depend on the understanding and cooperation of the Philippine government, parties concerned with the project, and subjective efforts.

Since the first-batch JDS Fellows visited Japan in 2003 through JDS in the Philippines, the number of Fellows who have returned home after acquiring a master's degree has been 358 as of April 2022. Many have come from government bodies such as NEDA and the central bank (Bangko Sentral ng Pilipinas (BSP)), and the number of JDS returned Fellows being promoted at these and other key government agencies is steadily increasing. In order to achieve the objective of JDS, it is necessary to continuously support JDS returned Fellows so that they are able to assume positions and promotions to contribute to strengthening the bilateral relationship as well as to the development of the Philippines.

### **(1) Follow-ups for JDS Fellows who are studying in Japan**

For recent years, in addition to follow-ups by their organizations, various and creative follow-up activities for JDS Fellows who are studying in Japan are provided: (i) pre-return program

(intermediate group training) that enhances awareness for missions given to the JDS Fellows as well as fosters identities as JDS Fellows and leadership; (ii) holding exchange events with Japan's administrative officials; (iii) co-sponsoring of workshops with accepting universities; and (iv) provision of opportunities for JDS Fellows whose study areas are related to the training programs in Japan under the JICA's technical cooperation projects to participate in such trainings. It is of importance to continue to implement the aforementioned efforts in the future as well.

## (2) Follow-up activities of JDS Fellows after coming back home

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

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

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

## (3) Follow-Up Activities through Participation in the Recruitment and Selection Process of JDS

Until now, JDS returned Fellows have actively participated in the main activities of JDS such as recruitment briefings, pre-arrival orientation for newly selected JDS Fellows, and reporting sessions for new JDS returned Fellows. The format of the reporting session was changed in 2019, and it is used as a follow-up place for existing returned Fellows (senior JDS returned Fellows) instead of ending with a place for the reporting the achievement during study in Japan by new returned Fellows. Specifically, a reporting session was held in the form of a subcommittee, and senior returned Fellows participated as facilitators in support of the presentations of new returned

Fellows. In addition, the time for the reporting session itself has been shortened, making it easier for JDS related parties to attend, and as it is a subcommittee format, it is possible for related parties (JDS Operating Committee, JICA, and other governmental organizations in the Philippines) to be involved in each field to gather. This had the effect of increasing communication and networking among new returned Fellows, senior returned Fellows, and other related parties.

Due to the COVID-19 pandemic, the aforementioned sessions has been conducted via online since FY2020. Although it hinders direct face-to-face communication and exchange, it enables JDS returned Fellows and related to parties to participate in the sessions from their workplaces or home. It can also enables JDS Fellows currently studying in Japan to join the same place of these sessions. By utilizing both merits of face-to-face method and those of online method, follow-up activities will be expected to be undertaken within JDS main programs in the next phase as well.

#### (4) Follow-Up that Specializes in Fields

In recent years especially since FY2018, the Agent has provided its own financial support for follow-up activities, supporting the activities and career advancement of JDS returned Fellows in the Philippines. Basically, the budget is generated based on the idea of the returned Fellows, and depending on the situation, the Agent provides support for implementation of the follow-up activities. The follow-up activities in which JDS returned Fellows participate have various restrictions as JDS returned Fellows spend a busy life at their organizations and the limitation of budgeting. Therefore it will be important not to start the follow-up activities where all returned Fellows gather, but to start on a small scale, to be based on voluntary participation or specializing in fields and themes for continuous activities. The following are examples of follow-up activities that have been carried out in recent years.

- July 2018: Holding the JDS Philippines 15th Anniversary Celebration ceremony  
(Proposed and prepared mainly by some of the JDS returned Fellows in collaboration with the Agent)
- January 2022: Publication of a book titled “Contemporary Development Issues in the Philippines – Lessons from JDS Fellows”  
(Proposed and edited mainly by some of the JDS returned Fellows in collaboration with the Agent)
- April 2022: Holding a symposium commemorating the publication above<sup>34</sup>  
(Proposed and prepared mainly by some of the JDS returned Fellows in collaboration with the Agent)

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<sup>34</sup> Detail are shown in page 72 of this report.



## **2-8 Strengthening Japanese proficiency in the JDS Project to increase diplomatic significance**

In the JDS Preparatory Survey for the academic year 2020 in Vietnam, Cambodia, Bangladesh, and Sri Lanka, we explored the possibility of offering a Japanese language category in the JDS Project. If a Japanese language category is offered in the JDS Project, we can nurture and develop JDS returned Fellows to become truly pro-Japanese and they are likely to become our counterparts who have a good understanding of Japan. Following the survey, we came to the conclusion that a Japanese language category would not be provided as a fixed category, but that if there was a need for such a category or if such a category would benefit JDS Fellows after their return to the Philippines, we would consider acting flexibly depending on whether there were applicants who would meet the eligibility criteria. Based on this policy, we conducted a survey to find out whether target organizations in the Philippines need a Japanese language category and who the more effective target groups are.

### **2-8-1 Examination from a Diplomatic Point of View Related to Learning and Mastering Japanese Language and the Acquisition of Degrees**

#### **(1) Significance of Learning and Mastering Japanese Language**

To provide foreigners with opportunities for Japanese language education, thereby expanding the range of Japanese learners, is remarkably effective<sup>35</sup> for enhancing interest in and understanding about Japan in foreign countries, and it is the first step for fostering pro-Japanese persons who are knowledgeable about Japan. Furthermore, in order to more deeply understand Japanese policy purposes, the Japanese way of thinking, Japanese culture, and Japanese society behind such Japanese policy purposes, knowledge about the Japanese language is an important element. Reinforcing Japanese language training for foreigners (e.g., government officials and diplomats) who become foreign partners with Japan is considered to be significant for enhancing the bilateral relationship and fostering pro-Japanese persons who are knowledgeable about Japan.<sup>36</sup>

Moreover, in light of the viewpoint of public diplomacy, while expanding a range of pro-Japanese persons who are knowledgeable about Japan, Japan's soft power effectiveness will be continuously extended while relevant personnel stay in Japan and even after they have returned home. In order to do so, it is important to increase personnel who are able to have sufficient listening comprehension and speaking abilities (apart from whether or not their level of Japanese has reached the academic level).

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<sup>35</sup> Report in the Council on the Movement of People across Borders of the Ministry of Foreign Affairs of Japan in 2008: "Improvement of Japan's Presence through Dissemination of Japanese Language—For Construction of Intellectual Infrastructure to Promote Economic Growth"

<sup>36</sup> Research Committee on International Economy and Foreign Affairs, the House of Councillors, the National Diet of Japan in 2019: "Research Report on International Economy and Diplomacy"

## **(2) Acquisition of Degrees in Japanese Language**

In addition to (1) above, acquiring degrees in the Japanese language allows relevant personnel to be able to have deep discussions and think beyond the daily conversation level (including in specialized fields) and to expand the range of communication with Japanese people (including experts of the said fields). Therefore, they are expected to considerably contribute to construction of a firm network involving international students and Japan, thereby contributing to further enhancement of the bilateral relationship and fostering of pro-Japanese persons who are knowledgeable about Japan.

Furthermore, as a significant reason for implementing Japanese courses through JDS, in addition to (1) above, JDS targets government officials who contribute to policymaking. As described above, through the synergistic effect of “specialized field × Japanese language,” it is expected that a firmer network will be constructed involving international students (= government officials) and Japan (including specialists and government officials in the same field). Due to promotion of the gigantic “Belt and Road Initiative” trade bloc, establishment of the Confucius Institute,<sup>37</sup> and the like, the Chinese government is spreading its influence worldwide. In the midst of this, as one of the proposals for a strategy unique to Japan, through JDS Japanese courses, fostering a small but powerful group of core personnel who are truly familiar with Japan and have a firm relationship with Japan is considered to be remarkably significant in terms of diplomatic significance, project outcomes, and added value.

## **(3) Other**

Even when certain international students acquire degrees in English because it is difficult to obtain degrees in Japanese, by sufficiently supplying opportunities for studying Japanese, such students will become more strongly interested in soft power, such as Japanese culture and tradition. Moreover, in relation to their specialized fields, they are expected to contribute to the construction of a firm, continuable (even after returning home) network with experts, government officials, etc. in the same fields. As a result, it seems that it is possible to contribute to enhancement of a bilateral relationship and fostering of pro-Japanese persons who are knowledgeable about Japan.

## **2-8-2 Survey concerning Local Needs**

When the survey team conducted a needs survey on studying abroad in Japanese using a questionnaire to 31 ministries and agencies, answers were received from the following 7 organizations. Results in accordance with question items are as shown in Table 29.

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<sup>37</sup> Establishment of the Confucius Institute is a national project of the Chinese government for promotion of internationalization regarding the Chinese language education and introduction of Chinese culture that began in 2004. There are Chinese language education institutions established in many nations around the world (550 locations of 162 countries). Such institutes have been established within 15 universities in Japan. In August 2020, the U.S. government stated to the Confucius Institute that “the Confucius Institute would be designated as an institution of a foreign government, as is the case with foreign embassies.”

- Department of Budget and Management (DBM)
- National Economic and Development Authority (NEDA)
- Department of Transportation (DOTr)
- Department of Trade and Industry (DTI)
- Department of Environment and Natural Resources (DENR)
- Local Water Utilities Administration (LWUA)
- Bangko Sentral ng Pilipinas (BSP)

**Table 29 Answers to questions about studying abroad in Japanese**

Q1: Are there any permanent staff in your ministry/ organization who has a command of Japanese language to study at Master level?	
Yes: 1 organization (DENR)	No: 4 organizations N/A: 2 organizations
Q2: (In case “Yes” in Q1) Is there any staff equivalent to N 1-5?)	
All organizations including DENR gave no answer.	
Q3: Is there any benefit to your ministry/ organization in sending staff to a Master’s program in Japanese language (not in English)?	
Yes: 2 organizations (DOTr, DENR)	No: 3 organizations N/A: 2 organizations
Q4: How long does your organization allow officer to take a leave of absence to take Japanese language class before the Master course?	
1 year: 1 organization (DOTr) Half year: 2 organizations (DTI, DENR)	

Among 7 organization, only DOTr showed positive attitude regarding Master’s program in Japanese language. DOTr positively answered to the question “Is there any benefit to your ministry/ organization in sending staff to a Master’s program in Japanese language (not in English)?” by showing its reason as “It will help the Department in the smooth facilitation of consultation/ conventions, operation of agreements, protocols with Japanese Government”. Although DENR positively answered to the same question, they commented “Presently, it is not a priority in the Department.” Other examples of negative comment are seen such as “It would take more than half a year to be proficient in Japanese language, which could add up to the return service obligation of the staff” (NEDA), and “The scholar has to study both the language and the course. This will result to a double burden which may affect the scholar’s ability to complete the course.” (NEDA, LWUA)

### **2-8-3 Japanese Language Learning Opportunities in the Philippines**

Foreign Service Institute (FSI), an organization under the Department of Foreign Affairs in the capital city of Manila, is a Japanese language school operating in the Philippines. Japanese language courses offered at this institute are taught by Japanese language teachers dispatched to and registered with universities in the Philippines.

Currently, there are many higher education institutions that teach the Japanese language. Major centers for learning the Japanese language include universities/higher education institutions located in the capital city of Manila, such as De La Salle University, University of the Philippines, and Ateneo de Manila University.

It is potentially challenging to attend a course at a local Japanese language school for six months to one year to improve Japanese language proficiency or to attend a Japanese language course to achieve Level N1 of the Japanese Language Proficiency Test (JLPT) because of difficulty in (1) taking a long-term leave of absence for language training purposes and (2) establishing a learning environment. As far as the reason described in (1) is concerned, it may be extremely difficult to receive support and approval from the employer for taking a long-term leave of absence locally for language training purposes unless there are specific reasons and permission for studying in Japan. As for the reason described in (2), establishing a learning environment is likely to be hard. Some JDS fellows for the academic year 2020 could not come to Japan for a year or so due to the impacts of COVID-19 and had to stay in their home country to attend online lectures of accepting universities at home or in their workplace. Many of them said they had found it hard to concentrate on the lectures.

The views expressed by Japanese officials (e.g. the Embassy of Japan in the Philippines, JICA Philippines Office) are as follows: "Very few people are so academically strong that they can study at a graduate school in Japan. Those who are proficient in the Japanese language work for the Japanese Embassy or JICA, not for the Philippine government." "Currently, there is little or no need to offer a Japanese language category in the JDS Project and it is challenging for applicants to overcome admission hurdles as well."

#### **2-8-4 Direction for realizing the purpose of fostering Japanese intellectuals**

Based on the above survey results, it is considered that the introduction of a system that allows master's degree in Japanese to be incorporated into the JDS in the Philippines has a large impact on project results, and is diplomatically significant from the viewpoint of the effectiveness of soft power and public diplomacy. However, since the need for Japanese language learning within the Philippine government is low and the potential candidate who have Japanese proficiency is small, it is assumed that it will be difficult to secure candidates stably.

On the other hand, as another option to realize the purpose of further diplomatic effects of the project and the purpose of fostering true Japanese intellectuals, the survey team would like to propose some programs to give JDS Fellows incentives<sup>38</sup>, or set up Japanese language courses

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<sup>38</sup> In April 2022, as an incentive for voluntary acquisition of Japanese language qualifications, an implementing agency started supporting JDS Fellows to take the qualification test (Japanese Language Proficiency Test). Specifically, the examination fee is refunded to those who pass the Japanese Language Proficiency Test (JLPT) N1 ~ 5 exam. Fourteen JDS Fellows have already indicated their intention to take the entrance examination in July this year. If there are actually successful applicants, they plan to publicize them extensively among the people concerned in order to raise the motivation of the learners.

while they are studying in Japan as follows.

- Implementation of regular Japanese language courses that are JDS programs allowing them to be able to learn Japanese while they are staying in Japan
- Provision of examination fees for those who desire to take the Japanese-Language Proficiency Test
- Implementation of one-year research students (Japanese learning) + two-year master's degrees (English program)

## Chapter 3. Evaluation of the JDS Project and Recommendation

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

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

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

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

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

<b>Lay down a solid foundation for more inclusive growth, a high-trust and resilient society, and a globally competitive knowledge economy.</b>	
<b>Enhancing the social fabric</b>	-Ensure <u>people-centered, clean and efficient governance</u> - Pursue swift and fair administration of Justice -promote Philippine culture and values
<b>Inequality-reducing Transformation</b>	- Expand/ Increase access to <u>economic opportunities</u> - <u>Implement Strategic trade, and fiscal policy, maintain macroeconomic stability, promote competition</u> - Accelerate human capital development - <u>Reduce vulnerability of individuals</u>
<b>Increasing potential growth</b>	-Promote technology adoption -Simulate innovation -Maximize demographic dividend
-Ensure peace and security - <u>Accelerate strategic infrastructure development</u> - <u>Ensure safety and build resilience</u> -Ensure ecological integrity, clean and health environment	

**Figure 3 Relevance between PDP 2017-2022 and JDS Framework**

In addition to the above development plan, Ambisyon Natin 2040 (Our Vision), which is a long-term vision until 2040, "Build Build Build" of the current administration are also important

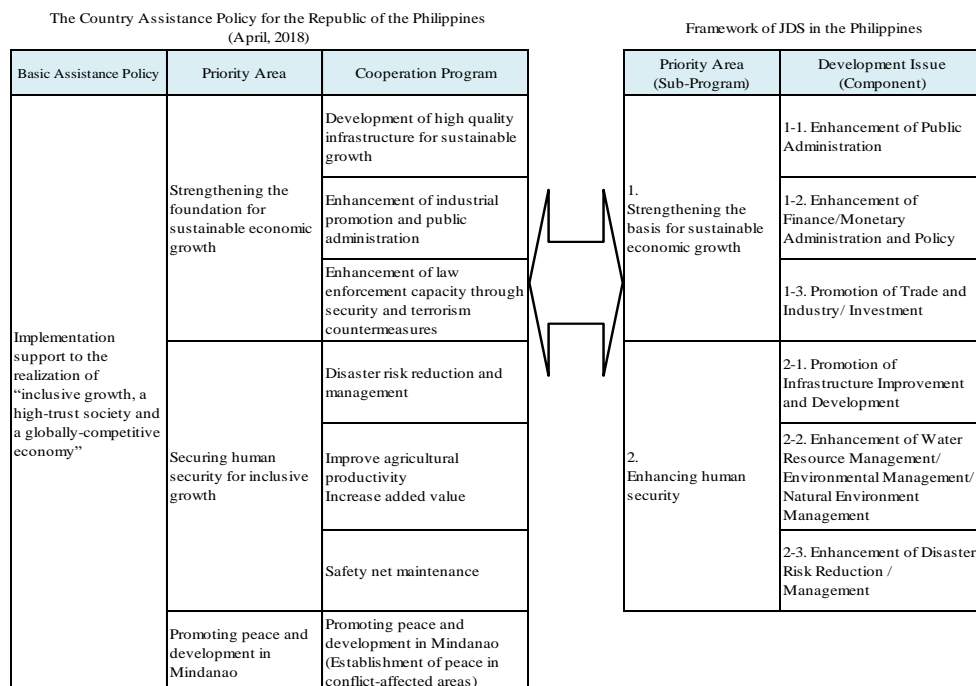
policies to be taken into account. For realization, it is necessary to develop human resources who are capable of fulfilling these policies. JDS contributes to the development of human resources in respective fields.

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

According to the Country Assistance Policy for the Republic of the Philippines established in April 2018, “implementation of the cooperation to realize a stronger foundation for inclusive growth, a high-trust society, and a globally-competitive economy” is given as the basic assistance policy (main target). This target is split into three sub-targets (priority areas of assistance): “strengthening the foundation for sustainable economic growth”; “securing human security for inclusive growth”; and “promoting peace and development in Mindanao”.

In addition, not only is the Philippines important geopolitically, it is emphasized that the stable development of the Philippines with which Japan shares the values and strategic interests of democracy, the rule of law and free market economics, is also important for stability and peace in the Indo-Pacific region and will contribute to a Free and Open Indo-Pacific (FOIP).

This project aims to develop human resources who can contribute to the strengthening of bilateral relations including development cooperation in the future and regional/multilateral diplomacy. At the same time, it is positioned as a project for developing core human resources in respective fields who can resolve the various development issues, and is in accordance with the cooperation policy of Japan and JICA.



**Figure 4 Relevance between Japan’s Aid Policy to the Philippines and JDS Framework**

### 3-1-3 Feasibility of Providing Grant Assistance through JDS

Target countries for grant aid are determined with reference to the criteria for an interest-free loan qualified country (1,205 USD per person, FY2022<sup>39</sup>) of the International Development Association (IDA) of the World Bank Group. A target case is determined on the basis that though a project is a basic area necessary for nation-building and poverty mitigation, it is difficult to conduct such a project with the relevant government's own funds or borrowed funds. Grant aid contributes to nation-building toward the autonomy of the recipient country, broadly in collaboration with technical assistance and interest-bearing loan projects conducted by donors, including Japan.

Per capita GNI in the Philippines in 2020 was USD 3,430<sup>40</sup>, and the World Bank classifies the Philippines as a "lower middle-income country," putting the country over the limit for interest-free loan eligibility. However, for the Philippines to continue to achieve sustainable and inclusive growth into the future, there are a number of development issues that need to be tackled including; strengthening governance and reducing income disparity, improving the investment climate, expanding industry, improving infrastructure, enhancing the ability to respond to vulnerabilities such as natural disasters, and supporting sustainable peace and development in Mindanao. It is of vital importance to develop government officials who play core roles to cope with these issues.

Furthermore, as well as being situated in a strategic area of maritime transportation routes and being an important country from a perspective of geopolitics and regional security, the Philippines is an important partner of Japan in East Asia, with shared values and strategic interests including democracy and the rule of law, and free market economics. Japan's contributions to stable development and the resolution of development issues in the Philippines through the development of human resources is also important for stability and peace in the East-Asia and Indo-Pacific region and is in accordance with the rule of law and pursuit of economic prosperity which are the aims of the Free and Open Indo-Pacific (FOIP).

Since the establishment of diplomatic relations in 1956, Japan and the Philippines have maintained good relations, mainly through economic cooperation. During President Duterte's visit to Japan in 2017, the two countries confirmed that they would strengthen their strategic partnership. In the same year, when the then Prime Minister ABE Shinzo visited the Philippines, he announced the establishment a Joint Committee on Infrastructure Development and Economic Cooperation to provide 1 trillion yen in aid over the following five years, including ODA and private sector investment, and the committee has held 11 meetings between 2017 and 2021<sup>41</sup>. In a telephone conference held between Prime Minister KISHIDA Fumio and President Duterte in November 2021, the two countries agreed to promote concrete cooperation toward the realization

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<sup>39</sup> <https://ida.worldbank.org/about/borrowing-countries>

<sup>40</sup> <https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=PH>

<sup>41</sup> [https://www.mofa.go.jp/mofaj/press/release/press4\\_008907.html](https://www.mofa.go.jp/mofaj/press/release/press4_008907.html)  
<https://www.gov-base.info/2021/07/28/122288>



of a Free and Open Indo-Pacific and the ASEAN Outlook on the Indo-Pacific, and to consider the establishment of a Japan-Philippines Foreign Affairs and Defense Ministerial Meeting to further strengthen their strategic partnership, which marked its 10th anniversary<sup>42</sup>.

One of the aims of the JDS Project is to promote the emergence of future leaders who will be sympathetic to Japan—the JDS returned Fellows. JDS returned Fellows constitute a very important resource for strengthening bilateral relationships in that they have an understanding and appreciation of Japan. And this is consistent with the principles of the National Security Strategy (NSS), a key component of government policy of Japan. In addition, in “Japan – Philippines Joint Statement on Bilateral Cooperation for the Next Five Years” in October 2017, the Government of Japan announced to provide academics and government officials of the Philippines, who were expected to play important roles in advancing education and research, with opportunities to acquire higher education degrees by studying in Japanese educational institutions<sup>43</sup>. Given viewpoints above, it is appropriate to implement the JDS Project by Japanese Grant Aid.

### **3-2 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 goal which is to be reached at the completion of the project, is that “the capacity of human resources engaged in the development issues improves.” In addition, overall goal is “to improve the competence of related administrative agencies concerning the development issues” through the effective use of the knowledge and experience acquired by the returned fellows to their organization. Through these, it is expected ultimately “to contribute to solving the development issues of their home country.”

The appropriateness of implementing the JDS in the Philippines will be evaluated on the basis of this preparatory survey, and will eventually be reviewed by the Japanese government. It is, however, necessary for the Philippine government dispatching JDS Fellows to provide support during their study and after their return and, in addition, for the accepting universities to provide a curriculum that makes contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the project goal will continue to be promoted.

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

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

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<sup>42</sup> [https://www.mofa.go.jp/mofaj/s\\_sa/sea2/ph/page4\\_005446.html](https://www.mofa.go.jp/mofaj/s_sa/sea2/ph/page4_005446.html)

<sup>43</sup> <https://www.mofa.go.jp/mofaj/files/000303416.pdf>

## Fellows

With respect to the indicators of “ratio of JDS Fellows who have obtained master’s degree” and “enhancement of the capacity of JDS returned Fellows on analysis, policy making and project operation/management,” a high completion rate is expected to be achieved as a result of the steady implementation of the following: 1) Encouraging applications by appealing to Human Resource Department in the organizations that are consistent with each Sub-Program and Component as well as the human resources that match the intent of the project at the time of recruitment; 2) Selecting JDS Fellows on the basis of academic knowledge, relevant work experience, basic quality, and potential for contribution after returning to the country; and 3) Offering various types of support and regular monitoring (namely, managing and advising on academic, lifestyle, and health issues in the form of interviews) to JDS Fellows in Japan.

Regarding the other indicator, “policy formulation and implementation by utilizing the study outcomes of JDS returned Fellows,” it is desirable to make efforts so that returned Fellows are able to utilize the knowledge and capabilities acquired in Japan. In the Philippine civil service system, when civil servants participate in long-term training or study abroad, they sign a pledge stating the obligation to reinstate after completing the training or study. In principle they will be reinstated in the same position as before the dispatch, but it is expected that the Operating Committee of the Philippine side will take an initiative for them to be able to build their carriers that allow them to utilize the knowledge gained by studying abroad.

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

### **3-3 Comparison with Other Scholarship Programs Provided by Other Donors**

The JDS basic research analyzed the factors that contribute and hinder the effective progress and achievement of the JDS Project, in comparison with other donor’s scholarship program. Based on this the factors in terms of JDS Philippines are summarized as shown in the table below.

**Table 30 Examples of Factors that Affect the Achievement of JDS****(Findings from JICA Basic Research)**

Items	Contributing Factors	Inhibiting Factors
Recruitment, selection, before coming to Japan.	<ul style="list-style-type: none"> <li>Highly transparent selection</li> <li>University faculty members conduct local interviews and contribute to the selection of appropriate human resources.</li> <li>Acceptance field meets development needs</li> <li>Recommendation for application by the partner government</li> </ul>	<ul style="list-style-type: none"> <li>work experience is required</li> <li>Limited target organizations / fields</li> <li>Long selection period</li> <li>There is little pre-training for improving English</li> <li>There is no training to learn Japanese culture and language</li> <li>Strict rules during study abroad</li> </ul>
During the arrival in Japan	<ul style="list-style-type: none"> <li>Providing high-quality educational opportunities in Japan</li> <li>Living support for JDS Fellows</li> </ul>	<ul style="list-style-type: none"> <li>Low awareness by Japanese ministries</li> </ul>
After returning home	<ul style="list-style-type: none"> <li>Building a network between returned Fellows and the accepting universities</li> <li>There are regulations for returning to work. The Japanese government is working on the appropriate allocation of returned Fellows to the partner government</li> </ul>	<ul style="list-style-type: none"> <li>Undeveloped mechanism for Japanese government and companies to utilize returned Fellows</li> <li>As there is no way to obtain information from Japan, it is difficult to have an identity as a "JDS returned Fellow."</li> </ul>

One of the major comparative advantage of JDS is that project partnership with accepting universities enables each university to be widely involved in the selection of candidates, and the Special Program, which is offered in addition to existing university programs, provides curriculums that meet needs of each JDS Fellow and country. The throughout involvement of accepting universities in the selection, guidance, acceptance and follow-up works as an advantage to the JDS Project.

In addition, proactive involvement of the Agent in the establishment of project policy each year and its versatile support for JDS Fellows, such as recruitment and selection of candidates, send-off, regular monitoring throughout their stay in Japan, alumni activities and reappointment to their original job posts after their return, give the JDS Project a comparative advantage over other donors. Though the average completion rate of Japan's master's program for the past 10 years (2008-2017) is 87.8 percent, that of JDS is 98.7 percent<sup>44</sup> for the past 20 years.

In hearings and questionnaires of the main target organizations in this survey, many organizations mentioned that other key destinations for international students on scholarships included Korea, the U.S., U.K., Australia, New Zealand and the Netherlands, and we confirmed that civil servants at some of the ministries and agencies had quite a number of options. Among the options, most organizations mentioned Australia Awards Scholarships, and the possibility of acquiring a master's degree in one year was cited as an advantage compared to JDS. From the interview to

<sup>44</sup> Master degree acquisition rates in 13 countries targeted for JICA basic research in 2019.

DOF, the human resource section seemed to expect officials to finish their Master's program as early as possible such as within 1 year and to return to their work. Also, a number of organizations noted that the age limit for applicants for JDS was a disadvantage.

On the other hand, regarding the relative advantages of the JDS Project, many organizations mentioned the full support provided by the Agent from the time of application until the students' return home (regular and thorough monitoring, etc.), and the high quality educational and research opportunities provided by the host universities (excellent curriculum and field work closely related to the issues faced at the dispatching organizations, etc.). Also, we confirmed many positive comments related to the presence of Japan, such as Japan's playing an important role in the Philippines and Asia, and Japan's being a good partner with the Philippines. Furthermore, in hearings with JDS returned Fellows there were also many positive opinions on the close monitoring, well-developed curriculums with fieldwork, and the continuation of a strong network between former JDS Fellows after their return to the Philippines.

JDS provides programs that add value to government officials, such as pre-return program, opportunities to interact with Japanese ministries, and JICA Development Studies Program (JICA-DSP). In addition to further improving the positive factors of studying abroad at JDS, it is necessary to firmly disseminate the positive factors and establish the superiority of JDS among potential applicants and human resources managers of each ministry is important.

### 3-4 Project Evaluation Indicator Data

Table 31 lists the indicators used to assess the outcomes and impacts of the JDS Project in the Philippines. An impressive 99.4% of JDS Fellows from the Philippines have been successful in obtaining a degree through JDS. Government official account for 85.8% of JDS returned Fellows<sup>45</sup>. Continually, the quantitative data will be accumulated before assessing the results and impact through the project implementation.

**Table 31 Project Evaluation Indicator Data on JDS Philippines**

Inaugural year		2002 (dispatched 2002 to 2021)
Number of Slots per year		20 (25 in 2006-2009)
Fellows accepted	Total	399
	Sex	Male 170, Female 229 (ratio of female 57.4%)
	Average age	31.2 (Upon arrival)
Returned fellows	Total	361
	Fellows who obtained degree	358
	Fellows who failed degree	3
	Completion rate	99.2%

<sup>45</sup> "Others" at "by category of work place, upon arrival" includes JDS Fellows from private enterprises who were subject to "business administration" field from 2003 to 2006 and officers of non-governmental organizations in the Mindanao conflict affected area (Bangsamoro Development Agency etc.) who were subject to this category from 2013.

By category of work place	Upon arrival	Government officers 343 (95.0%) Others 18 (5.0%)
By category of work place	After return to country	Government officers 310 (85.9%) Others 51 (14.1%)
Ratio of management level (upper than director)	Upon arrival	16 (4.4%)
	After return to country	77 (21.3%)

In addition, in order to decide the items for measuring qualitative effects, information will be gathered focusing on the following items as the definition of good practices of JDS.

**Table 32 Items indicating Qualitative Effects of JDS (Proposal)**

<b>1. Contribution to resolving development issues in the country</b>
Attaining promotion, obtaining influential power inside the organization, and engaging in policy making as a key person
Especially utilizing research conducted on the Master's Degree Course
Conducting activities concerning political measures as a member of JDS alumni
<b>2. Contribution to strengthening relationships with Japan</b>
Engaging in JICA projects as the counterpart
Participating in diplomatic negotiations with Japan
Collaboration with private businesses in Japan and participating in joint research studies with Japanese universities
Implementing activities concerned with strengthening relationships with Japan as JDS alumni members
<b>3. Utilization of networks other than the above</b>
Smoothly conducting services utilizing the JDS Fellow network
<b>4. Other secondary outcomes</b>
Contribution to university internationalization (mainly students staying in Japan) and contribution to regional internationalization (mainly students staying in Japan)
Planning and implementing social contribution activities, activities concerning Japan, and other activities to raise JDS values using the name of JDS outside the worksite
Academic contribution (excellent academic achievement, submission of articles to journals, sharing of research outcomes, etc.)

### 3-5 Issues and Recommendations

Issues and recommendations obtained in this survey are as follows.

#### (1) Implementation of JDS for contribution to diplomatic effects

According to the basic research, three development phases of JDS ((i) responses to development issues, (ii) responses to development issues + national interest of Japan, and (iii) diplomatic importance) have been designated. It is suggested that the focus on targeted organizations and

personnel should be shifted during each phase.

Currently JDS Philippines still has the aspect of “(i) responses to development issues”, this Preparatory Survey was conducted based on the viewpoint that it is already the stage to implement JDS Project for contribution to diplomatic effects further. In implementing JDS with an awareness of Japan's national interests and diplomatic effects, the proposal of 1) the response at the time of recruitment and selection, and 2) activities for JDS Fellows during their stay in Japan will be described as follows.

#### 1) Responses at the Time of recruitment and selection

##### (a) Use of New JDS Framework

When developing a framework for the next phase of the JDS Project in the Philippines, we made adjustments to the intake of JDS Fellows between the component for Sub-Program 2, which is more focused on engineering, such as infrastructure development and environmental improvement, and the component for Sub-Program 1, which is centered around governance and economy. The adjustments were made to increase the effectiveness of the JDS Project and with the strategy of pursuing personnel selection and implementation for higher diplomatic significance in mind. Specifically, the intake of JDS Fellows for the Component “1-1. Enhancement of public administration”, which is expected to make a direct contribution to the policy of the Ministry of Foreign Affairs of Japan: “Pursuing personnel selection and implementation for higher diplomatic significance” has been increased to eight, while the intake for the Component “2-1. Promotion of infrastructure improvement and development” has been reduced to two.

In light of the separation of the Philippines' needs for the JDS Project and technical cooperation and the importance of strategically designing a project that stands out from the competition with other scholarship programs offered in other countries, we have identified five particularly important target organizations that are expected to contribute to maintaining and strengthening the relationship between the two countries in terms of the application of the knowledge that JDS scholars acquired while studying in Japan to their careers, collaboration with relevant ministries and agencies in Japan, and engagement in Japan-related projects. These organizations are the Office of the President (OP), the Department of Foreign Affairs (DFA), the Department of Finance (DOF), the Department of Budget and Management (DBM), and the National Economic and Development Authority (NEDA).

##### (b) Strategic recruitment and selection process

It was agreed with the Philippine government that, in addition to inviting applications from all target organizations as we had done, more efforts would be made in the recruitment and selection process to encourage applications from the particularly important target groups by organizing

Explanatory Meetings/Promotion Seminars especially for the above-mentioned ministries and agencies that are expected to contribute to strengthening the bilateral relationship. The Philippine side proposed that the Department of Environment and Natural Resources (DENR) and the Department of Public Works and Highways (DPWH), both of which are relevant to the Sub-Program, be added to the five target organizations.

It was also confirmed and agreed with the Philippine government that Operating Committee members in Japan and the Philippines should both demonstrate more commitment in encouraging applications and that it is important to discuss JDS Fellows' career paths after their return to their home country with these target organizations.

## 2) Activities for JDS Fellows during their stay in Japan

### (a) Motivational opportunities through orientation programs

During the pre-departure orientation program in the Philippines, JICA Philippine Office will be requested to give a briefing on Japan's development experience and assistance policy toward the Philippines as well as projects currently implemented in the Philippines. The importance of bilateral relationship between the Philippines and Japan will be highlighted by Department of Foreign Affairs (DFA) as well. In addition, it will be one option to set a session by Embassy of Japan in the Philippines to share its expectation with JDS Fellows for contribution to strengthening bilateral relationship. Also, opportunities such as post-arrival programs and networking events with governmental officials are to be promoted in terms of building human network as the basis of bilateral relationship as well as differentiation of JDS from other donor's scholarships.

### (b) Importance of Japanese Language

In the FY2019 JDS Basic Research, in addition to the gradual reduction of scholarship amounts in FY2009, it was also pointed out that the withdrawal of pre-arrival Japanese training from FY2010 was a complex factor that reduced the satisfaction level of JDS Fellows. Furthermore, as a certain level of Japanese conversation skill is a common feature among returned Fellows who maintain their connection with Japan after returning to their home country, the effectiveness of acquiring the Japanese language has been confirmed to contribute to strengthening bilateral relations.

Acquiring knowledge of the Japanese language is helpful to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and the Philippines in the future. Even though they stay in Japan for two years, it is limited in opportunity to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, but if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in

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

### 3) Making JDS Fellows diplomatic assets

#### (a) Use of JDS returned Fellows as role models

Under the civil service system in the Philippines, when civil servants participate in a long-term training or study abroad program, they must sign a scholarship agreement with their employer that stipulates their obligation to return to their job upon completion of the training program. While it is important that their reinstatement is guaranteed, it is equally crucial that JDS returned Fellows will be even more efficiently utilized to enable them to effectively apply what they have learned from studying abroad in their chosen careers. The interviews with major target organizations and questionnaire survey conducted in this Preparatory Survey confirmed that many of the target organizations were aware of and tracked JDS returned Fellows' career success (e.g. promotions, contribution to public policy making).

To cite an example of career success, a JDS returned Fellow tasked with public policy making and project reviews at the NEDA has been promoted to the position of general manager in recognition of his improved job performance after the JDS study abroad program. This JDS returned Fellow is engaged in the negotiations of the Japan-Philippines Economic Partnership Agreement, serving as a link between Japan and the Philippines. Many of JDS returned Fellows are involved in JICA projects. In fact, a JDS returned Fellow working for the DFA has been transferred to the Philippine Embassy in Tokyo to help to strengthen the diplomatic relations between Japan and the Philippines and to promote bilateral exchange between the two countries.

These JDS returned Fellows should serve as role models and more opportunities should be provided for them to give a presentation to share what they have learned and experienced in Japan and how they have applied their learning and experience to their current careers, with candidates, JDS Fellows, and other JDS returned Fellows. Although there is no JDS alumni association in the Philippines, JDS returned Fellows are registered members of the JICA Alumni Association in the Philippines (JAAP). Activities and events, such as Explanatory Meetings/Promotion Seminars, Pre-departure Orientation for new JDS Fellows, and Report Meetings/Presentation Seminars for new JDS returned Fellows, provide perfect opportunities for motivating candidates, JDS Fellows, and other JDS returned Fellows and for networking and also play an important part in following up with JDS returned Fellows.

To make JDS returned Fellows our diplomatic assets, it is even more important in the next phase



to provide further motivation to candidates, JDS Fellows, and other JDS returned Fellows in each stage of the process, e.g. the recruitment and selection stage and before, during, and after their stay in Japan, and to organically link the candidates and Fellows together.

#### (b) Cooperation with other ODA Projects

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

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

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

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

## **(2) Critical mass**

### **1) Definition of critical mass in JDS Project**

In the JDS Preparatory Survey Report<sup>46</sup> of four countries, Myanmar, Laos, Tajikistan and Uzbekistan, which was conducted last year, the definition of critical mass in JDS is explained as

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<sup>46</sup> JDS Preparatory Survey Report for each country (June 2020)

follows.

- The critical mass generally refers to the "branch point where the penetration rate of products and services jumps at a stretch" in marketing. When trying to define critical mass in JDS, there is a theory that "the critical mass is achieved if JDS returned Fellows can occupy 16% of the executive posts in an organization" by quoting the idea of "early adapter and early majority"<sup>47</sup> in marketing.
- However, in this case, the concept of the chasm theory that "there is a large gap between the early adopter and the early majority, and the new product will not explosively spread if it does not exceed this" is a problem. Therefore, as a method to overcome the gap pointed out by this chasm theory<sup>48</sup>, JDS would like to use the concepts of ambassador marketing and influencer marketing.
- Ambassador marketing is that there are people who are enthusiastic about the spread of new products, influencer marketing approaches consumers through influencers with a certain influence, rather than directly approaching consumers. In other words, it is important for JDS returned Fellows to play the "role to enthusiastically disseminate Japanese policy." For example, occupying two of the 10 executive posts of an organization with JDS returned Fellows does not mean that a critical mass has been achieved. It can be achieved only when they become ambassadors and influencers who understand and disseminate Japan's policies.
- Therefore, it would be possible to consider that the critical mass in JDS be defined as "20% of JDS returned Fellows who have familiarity with Japan occupy the executive posts." For that reason, the follow-up activity of JDS returned Fellows is important. In addition to efforts to prevent decreasing the familiarity with Japan of JDS returned Fellows, a strong network of JDS returned Fellows is also required. This idea is also taken as a reference when considering the definition in the future.

## 2) Possibility for Critical Mass in the Philippines

As referred to in 1-3. (1), there are institutional constraints in the Philippines, such as a lack of opportunities for promotion to senior-level managerial positions unless there is a vacancy, or politically motivated appointments seem to be not uncommon. As referred to in 1-1-3. (2), some ministries and agencies have around 10 positions on the job grade of undersecretary or assistance undersecretary. It is, therefore, assumed that it is not an easy task to ensure that 30 percent (or at least 20 percent) of managerial positions in an organization are held by JDS returned Fellows who are pro-Japanese and knowledgeable about Japan.

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<sup>47</sup> When a new product comes to the market, "innovators" who like the new technology buy it. After that, if it spreads to those who are interested in new technology called "early adaptor", it will reach the possibility of becoming "early majority", so 16% of both will explosively spread new products. It is an index.

<sup>48</sup> Marketing consultant Geoffrey A. Moore advocated in his book "Crossing the chasm" in 1991.

For this reason, it is considered more important to not only aim to make a quantitative achievement, i.e. to increase the proportion of JDS returned Fellows holding key positions, but also to attempt to improve the quality of the service we offer. Specific steps that can be taken for this purpose include accumulating and visualizing good practices of JDS returned Fellows, including their non-promotion career success, and taking measures to steadily increase JDS returned Fellows who have a good understanding of the Japanese society and culture so that they can be highly influential ambassadors for Japan when they hold key positions.

As part of this Preparatory Survey, we conducted a questionnaire survey for all JDS returned Fellows and 97 of whom responded. Of these respondents, 79 said they currently work for an administrative agency<sup>49</sup>. Of the 79 respondents, 29 said their current position is equivalent to top management, director of department/bureau, senior management, or division chief. In other words, it is safe to say that those who hold a position equivalent to division chief or higher account for approximately 30 percent of all 97 respondents and approximately 37 percent of the 79 respondents who currently work for an administrative agency.

Of the 79 respondents who currently work for an administrative agency, 29 cited policy making as the direct role that they currently perform, 22 cited leadership, and six cited bilateral projects/engagements. Among the remaining respondents, 10 cited mentoring while 11 cited training. One respondent declined to answer. If we only look at the 29 respondents who currently hold a position equivalent to division chief or higher, a total of 23 respondents consisting of 12 respondents whose role is policy making and 11 respondents whose role is leadership account for approximately 80 percent of the 29 respondents. The remaining respondents consist of one respondent (bilateral projects/engagements), four respondents (mentoring), and one respondent (training).

Of the 79 respondents who currently work for an administrative agency, 58 respondents or approximately 73 percent of the 79 respondents said yes to the question about whether or not they have been promoted since their return to their home country from the JDS study abroad program. If we only look at the 29 respondents who currently hold a position equivalent to division chief or higher, 26 respondents or approximately 90 percent of the 29 respondents said they had been promoted. One respondent (from the 3rd batch of JDS Fellows) said his job position had remained unchanged, but he had been promoted within his organization after a very long period of time.

Of the 79 respondents who currently work for an administrative agency, a total of 73 respondents or approximately 92 percent of the 79 respondents said “very relevant” (34 respondents) or “relevant” (39 respondents) to the question about to what degree the knowledge they acquired through the JDS study abroad program is relevant to their current job. If we only look at the 29

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<sup>49</sup> Administrative agencies include, in addition to central ministries and agencies, regional government organizations, government-run financial institutions, and government-run enterprises.

respondents who currently hold a position equivalent to division chief or higher, a total of 28 respondents said “very relevant” (14 respondents) or “relevant” (14 respondents) and they account for nearly 100 percent of the 29 respondents.

Among JDS returned Fellows who work for a central ministry or agency alone, there are many who have utilized the knowledge they acquired through the JDS study abroad program for their public policy making and diplomatic negotiation duties. In fact, quite a few JDS returned Fellows have been involved in projects related to Japan. Among these JDS returned fellows, there were those who cited bilateral projects/engagements as the direct role that they currently perform. One of them (who works for the NEDA) said he was involved in approving and assessing ODA projects. He was promoted to the position of division chief after returning from Japan. A JDS returned Fellow who works for the Flood Control and Sewerage Management (FCSMO) of the Metropolitan Manila Development Authority (MMDA), which is under the Office of the President, said he had been involved in a JICA flood management project (SATREPS). Both of them said “very relevant” to the question about the degree of relevance of their knowledge acquired through the JDS study abroad program to their current job.

Seeing from the examples cited above, quite a large number of JDS returned Fellows have clearly achieved career success and maintained a good relationship with Japan. We believe that making further efforts to accumulate and visualize good practices of JDS returned Fellows, and taking into consideration factors other than the proportion of JDS returned Fellows holding key positions, will be the basis for achieving critical mass in the future. In this respect, it is increasingly important to motivate candidates from the recruitment and selection process and follow up with JDS returned Fellows.

### **(3) Future direction for Ph. D. programs**

As mentioned in 2-1-1. (4), it was agreed with the Philippine government that Ph. D. programs would be suspended in the next phase. Two reasons for the suspension are (1) a sufficient number of valid applicants and final candidates have not been secured in the current phase and (2) most of the major target organizations have confirmed that there is little need for Ph. D. programs. The background to the suspension is mainly the fact that a Ph. D. is not necessarily a requirement for promotion, that three-year absence from work at a ministry or agency will cause difficulties in making adjustments to human resources allocation at the ministry or agency, and that it is difficult to prepare a research plan approved by a faculty member of a university to which an application is made.

On the other hand, it was confirmed from the questionnaire survey and interviews that a certain number of target organizations welcome Ph. D. programs. These target organizations include some of science and technology related ministries and agencies and research institutes. While they are not considered as particularly important target organizations in view of the purpose of

the JDS Project, which is to nurture and develop administrative officials who will contribute to public policy making and strengthening bilateral relations, it should, nevertheless, be noted that there is a certain level of need for Ph. D. programs. We believe that while implementing the JDS Project in the next phase, we should continue to assess and determine whether there will be need for Ph. D. programs in the Philippines as part of the JDS Project in the medium to long term and whether it will be feasible to steadily secure applicants and candidates for Ph. D. programs for four years.

#### **(4) Continuous efforts made with delays in executing the G/A in mind**

As mentioned in 1-1-3. (2), the Philippine government had a tendency to spend a significant amount of time following the procedures leading up to the execution of the G/A in three out of four academic years (2019 to 2021) in the current phase. It was confirmed and agreed during the discussions with the Philippine government in this Preparatory Survey that it is of vital importance that the NEDA should urge relevant organizations to expedite the procedures taken within the Philippine government in order to allow plenty of time for recruitment and ensure the smooth execution of the project. Meanwhile, as part of efforts to expedite the procedures, the NEDA proposed that a comprehensive G/A be executed in the initial year, which would allow special authority (SPA) for the next four years to be granted. In response to this proposal, it was agreed that the Japanese government and the Philippine government would continue to discuss the proposal, which must otherwise be confirmed by both governments, separately from the Preparatory Survey. In a subsequent discussion between the JICA Philippines office and the NEDA, the Japanese government said it would be difficult to execute an E/N (G/A) that covers more than one year. However, it became clear in a meeting between the two parties held on April 21, 2022 that NEDA was still exploring the possibility of pursuing this proposal.

In view of difficulties in clearly indicating a schedule leading up to the execution of the G/A, it was agreed to make active efforts to encourage applications to the extent that is not in conflict with the G/A and with possible delays in executing the G/A in mind. It is important to make further efforts in the next phase to organize seminars aimed at those who were unsuccessful candidates or declined to apply in the past (Review Seminars) and to implement supplementary activities to encourage applications by Operating Committee members of both countries demonstrating their commitment. These activities are beneficial when compensating for a regular recruitment period which would otherwise be inadequate and encouraging prospective candidates to apply to the JDS Project.

#### **(5) Verification of the effectiveness of the 2nd Priority University System**

As mentioned in 2-5-2. (1), the 2nd Priority University System was introduced for the JDS Project in the Philippines in the academic year 2016 to uphold its policy of providing an opportunity for outstanding individuals to study abroad. The tables below show how the 2nd Priority University

System worked in the current phase.<sup>50</sup>

**Table 33 Record regarding applicants**

	FY2018	FY2019	FY2020
Total number of valid applicants	124	65	31
Valid applicants for 2 universities	81	60	29

**Table 34 Record regarding successful candidates**

	FY2018	FY2019	FY2020
Total number of successful candidates	20	20	17
Successful candidates who applied to 1 university only	6	0	0
Successful candidates for the 1st priority university after passing to 2 universities	6	7	4
Successful candidates for the 1st priority university after passing to the 1st priority university only while failing to the 2nd priority university	3	10	7
Successful candidates for the 2nd priority university after passing to the 2nd priority university only while failing to the 1st priority university	5	3	6

These tables show that in the academic year 2018, those who applied to two universities accounted for two thirds of the valid applicants or approximately 70 percent of the final candidates. In the academic years 2019 and 2020, those who applied to two universities accounted for more than 90 percent of the valid applicants or 100 percent of the final candidates. Each year, there were candidates who were unsuccessful in getting into their first choice university but were selected as final candidates for their second choice university. In this respect, it can be said that the 2nd Priority University System works effectively and gives applicants more options.

On the other hand, the number of places that remained unfilled in the academic years 2019 and 2020 due to the fact that valid applicants who applied to two universities became final candidates

<sup>50</sup> The years indicated in the table represent recruitment and selection years. (JDS fellows arrive in Japan in the year following a year indicated in the table.) Applicants and candidates for the academic year 2021 are not included as the selection process is ongoing as of the end of April.

for their first choice university was two and one, respectively (0 in the academic year 2018). In this respect, it cannot be said for certain that the 2nd Priority University System is a direct factor in solving the vacancy issue.

In the current phase, however, quite a few universities/graduate programs offer only one place and it is possible to assume that the subdivision of application options may have caused some places to remain unfilled in the end. Therefore, it may be meaningful to verify the effectiveness of the 2nd Priority University System again in the next phase when two places will be offered per university/graduate program. Furthermore, it is important to improve Explanatory Meetings/Promotion Seminars for individual universities in order to provide information about universities that have had fewer applicants or will start accepting JDS Fellows and to promote the appeals of those universities. The use and verification of the 2nd Priority University System combined with strategies adopted at the time of recruitment can make a further contribution to effectively matching applicants with accepting universities.

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

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

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

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

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

##### **2) Follow-up measures implemented after the JDS Fellows return home**

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

Among them, the implementing agent has established the "JDS Follow-up Fund<sup>51</sup>" in each country,

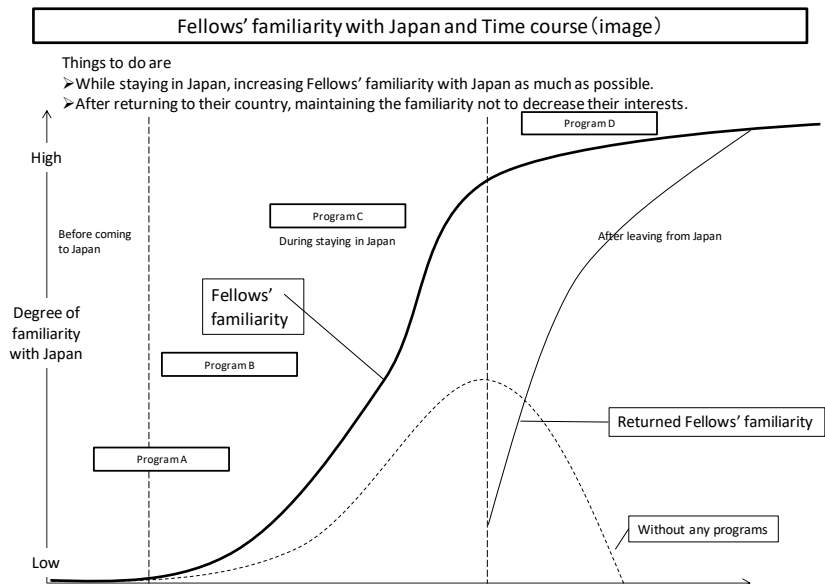
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<sup>51</sup> The Fulbright scholarship also has a scheme that provides financial support for planning follow-up activities for

and provides financial support for the follow-up activities that JDS returned Fellows are able to plan independently. Since the academic year 2018, this fund has supported JDS returned Fellows in networking and career advancement in the Philippines. Specific examples include a ceremony held in July 2018 to celebrate the 15th anniversary of sending the first batch of JDS fellows to Japan in 2003. The ceremony was a great success attended by about 150 JDS returned fellows as well as project staff and Operating Committee members. In the academic year 2021, a group of like-minded JDS returned Fellows compiled components for the JDS Project for the Philippines and had them published in January 2022. Copies of the book were distributed to Philippine government officials as well as Operating Committee members and university faculty. In April 2022, a symposium was held to celebrate the publication of the book and about 50 people attended the event. More events are planned in the first half of 2022 to celebrate the 20th anniversary of the JDS Project. These events are all planned and organized by a group of like-minded JDS returned Fellows.

These comprehensive follow-up activities for and by JDS returned fellows also lead to comparative advantages of the JDS Project. It is important that agents provide lateral support by motivating JDS Fellows during their stay in Japan and by providing continuous and further financial support for follow-up activities that they will carry out after returning to their home country.

Figure 7 shows the image of the familiarity with Japan of foreign students and the passage of time. It shows that familiarity with Japan will be kept high even after returning to Japan by implementing seamless measures from the time of coming to Japan.



**Figure 5 Fellows' familiarity toward Japan and Time Course (Image)**



It is clear that maintaining a network by only depending on spontaneous action of JDS returned Fellows, is difficult. In order to maintain the JDS returned Fellows as an asset of Japan, the Japanese government or JDS as a project itself must actively maintain the network. Considering the importance of follow-up activities in the manifestation of project results, it is desirable that follow-up activities will be standardly incorporated into the JDS Project in addition to the spontaneous action of the implementing agent. As a result, it can be expected that follow-up activities ensuring the scale and quality will be developed.

### 3) Networking with Japanese Administrative Officers for Follow-up

From the viewpoint of improving loyalty to Japan, the measures to be provided to the JDS Fellows during their stay in Japan generally include the holding of lessons for understanding the Japanese culture and seminars for informing about development experience in Japan. However, it is desirable to implement measures utilizing the greatest characteristics of JDS, that the JDS Fellows are civil servants involved in policy making of each country. Since they are expected to serve as a bridge between Japan and the Philippines as a pro-Japanese, a network with the Japanese ministries and agencies would be useful for their future career. It is desirable to provide support for establishing a network through interaction with civil servants and hold seminars and workshops with the persons concerned with the Japanese ministries and agencies as a lecturer.

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

### 4) Roles to be performed by the implementation Agent

#### (a) Role as a mediator

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

#### (b) Firm network foundation with JDS Fellows

The implementing agent regularly contacts with 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

implementing agent can understand the information on the quality and other matters of JDS Fellows in a detailed and integrated manner.

Generally speaking, a problem arising in connection with the follow-up of the fellows is to obtain the information on their whereabouts after returning home. In the JDS project in other countries, the implementing agent and the JDS Fellows have a trust relationship and therefore the JDS Fellows can contact the implementing agent even after returning home, and they have already established a relationship and system that make it possible to know the detailed matters on the Fellows' division and work.

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 implementing agent's function for establishing a relationship with the JDS Fellows should be focused on from the viewpoint of follow-up activities.

#### (c) Network foundation with the Japanese ministries

It is important for Japanese government officers to build a network with JDS Fellows. JDS Fellows studying and growing up in Japan, are a diplomatic asset of Japan, and in the future, they will sometimes become diplomatic counterparts or development partners. For example, in the future, JDS returned Fellows may be in charge of infrastructure in their countries, and may become the largest key person in Japan's quality infrastructure exports. In addition, in multilateral diplomacy situations, JDS returned Fellows can become partners who can share basic values with Japan while various positions of each country are considered.

However, it is difficult to take full advantage of the network with JDS returned Fellows unless both the Japanese government officers and the JDS Fellows have built it. Therefore, it is expected that the implementing agent will have opportunities to actively disseminate information and build networks not only to ODA-related parties but also to other ministries and agencies in Japan. By being utilized by each ministry and agency, JDS will be a human resource development project that will contribute not only to the development of the partner country but also to the development of Japan at the same time, contributing to national interest. This will enable Japan and the Philippines to build a win-win relationship.

#### **(7) Utilization of digital tools**

To successfully deal with issues which would otherwise be difficult to address with a conventional approach while the impact of COVID-19 was felt, we sought to carry out the JDS Project using digital technology. During the Preparatory Survey, traveling from Japan to the Philippines and face-to-face meetings among Philippine staff were both difficult due to the rapid spread of COVID-19. Despite this situation, the use of Microsoft 365, including Teams and OneDrive (cloud system), and online meeting tools, such as Zoom, made it possible for us to conduct field surveys smoothly.

When we carry out the project in August 2022, it is important to make full use of these digital tools and use them to collect and analyze data as well, while taking advantage of the benefits of carrying out the project face-to-face as we have in the past. With this type of hybrid approach, it is possible to propose more effective ways to attract applicants, to develop ways to more closely communicate with JDS Fellow, and to plan events to interact with administrative officials, and efforts can also be made to increase JDS Fellows' satisfaction and to add value to the JDS Project.

#### **(8) Influence of the new coronavirus**

Regarding the impact of the new coronavirus infection that occurred in 2020, it is expected that the Japanese government's border measures will be eased and the number of foreign visitors to Japan will increase in the future. It is not possible at this time to predict how the situation regarding the new coronavirus will affect the number of applicants and international students in 2022, but it is necessary to continue to pay attention to this matter while collecting information from the Japanese government and other donors.

### **3-6 Conclusion**

We agreed with the Philippine government through the Preparatory Survey to develop a framework for the next phase of the JDS Project in the Philippines, with increasing the effectiveness of the JDS Project and pursuing personnel selection and implementation for higher diplomatic significance in mind. It is important to optimize the framework, which will be used for the next four years, and to increase and develop human resources that are expected to make a significant contribution to strengthening the relationship between Japan and the Philippines in the future.

It is not an easy task to ensure that 20 percent of managerial positions in an organization in the Philippines are held by JDS returned Fellows. It is, therefore, essential to ensure that as many JDS returned Fellows as possible become ambassadors for Japan who have a good understanding of Japanese society and culture and can serve as a link between the two countries, and that they work together to increase their influence within the Philippine government. It has been 20 years since the JDS Project started in the Philippines. The Preparatory Survey made us realize that quite a large number of JDS returned Fellows had achieved career success (not counting promotion to key positions) or Japan-related career success for that matter. In order to further improve the JDS Project in the Philippines and increase its effectiveness, it is essential to continue in the next phase to collect, visualize, and disseminate good practices of JDS returned Fellows, use their service as role models for the project, and enhance follow-up activities in these aspects as well so that they can be stronger ambassadors.

The Philippines is an important region for Japan's Free and Open Indo-Pacific (FOIP) concept and is making its presence felt and playing an important role in the ASEAN and Indo-Pacific regions. The new administration will be formed following the presidential election held on May

9, 2022 and is expected to follow the present administration's policy, including policy on infrastructure development. On May 23, US President Biden announced the launch of the Indo-Pacific Economic Framework (IPEF), which includes Japan and the Philippines, as a new framework for the Indo-Pacific region. In this respect, the new framework for the JDS Project in the Philippines, which is due to start, is expected to contribute to the strategic operation of the project and the achievement of diplomatic effects.

End

## **List of Appendixes**

1. Member List of the Survey Team
2. Flowchart of the Preparatory Survey for JDS
3. List of Contact Persons
4. Minutes of Discussions (M/D)
5. The Number of JDS Fellows to be Accepted for the Next Four Years  
under the JDS Project in the Philippines
6. Basic Plan for the Target Priority Area (Draft)
7. Records related to Survey on Target Organizations

### Member List of the Survey Team

Name	Assigned Work	Organization and Position
Mr. HIROSAWA Jin	Leader	Deputy Chief Representative JICA Philippines Office, JICA
Ms. OTSUKA Momoko	Cooperation Planning	JICA Philippines Office, JICA
Ms. SASAKI Shoko	Cooperation Planning	Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA
<Consultants>		
Mr. ISHIRO Jun	Human Resource Development Planning	Managing Director International Student Programs Department I, JICE
Mr. SAKURAI Takayuki	Overseas Study Planning	Deputy Director International Student Programs Division, International Student Programs Department I, JICE
Mr. HARA Masatoshi	Needs Study/Coordination	Country Officer International Student Programs Division, International Student Programs Department I, JICE

Flowchart of the Preparatory Survey

	Field Survey	in Japan	Accepting Universities
2021 Jul.	Mar. to July. (JICA/ Embassy/ MOFA) <ul style="list-style-type: none"><li>•Formulation of the list of target areas and development issues (Sub-Program/ Component)</li><li>•Explanation of the outline of JDS Project to the government of the recipient countries</li></ul>		
Aug.	Oct. [Survey on the needs and achievements of JDS Project by the consultant]	Jul. <ul style="list-style-type: none"><li>•Implementation of the request survey of accepting universities (JICA)</li></ul>	Aug. <ul style="list-style-type: none"><li>•Formulation and submission of proposals for JDS Project</li></ul>
Sept.	•Information collection of civil servant system •Information collection of Gender policy in human resource development system for government officers	Sept. to Oct. [University review / survey] <ul style="list-style-type: none"><li>• Evaluation of Proposals</li><li>• Review of proposals from universities</li><li>•Survey on prospective accepting universities</li></ul>	
Oct.	•Information collection for designing the Japanese language framework	Oct. <ul style="list-style-type: none"><li>•Conclusion of a contract with the consultant</li><li>•Preparation for field survey</li></ul>	
Nov.	Nov. to Dec. [Agreement on the project framework 1/2] (OC/JICA Survey Team) <ul style="list-style-type: none"><li>•Agreement on the new project framework and implementation structure</li></ul>	Nov. to Dec. <ul style="list-style-type: none"><li>•Preparation of draft basic plan for priority fields</li></ul>	
Dec.	•Agreement on JDS target issues (Sub-Program, Component) •Selection and agreement on Target Organizations and target demographic	Jan. 2022 <ul style="list-style-type: none"><li>•Preparation for the draft report on the preparatory survey</li></ul>	
2022 Jan.	•Selection and agreement on accepting universities	Jan. <ul style="list-style-type: none"><li>•Preparation for the outline design of the budget</li></ul>	
Feb.	Jan. to Feb.2022 [Agreement on the project framework 2/2] (OC/JICA Survey Team) <ul style="list-style-type: none"><li>•Confirmation of selection procedures</li><li>•Confirmation of draft basic plans</li></ul>	Feb. <ul style="list-style-type: none"><li>•Submission of the report on the budget to Ministry of Foreign Affairs</li></ul>	
Mar.	•Confirmation of follow-up activities	Mar. <ul style="list-style-type: none"><li>•Notification of the result of the selection to accepting universities (JICA)</li></ul>	Mar. <ul style="list-style-type: none"><li>•Receipt of the result of the selection, and preparation for accepting JDS fellows</li></ul>
Apr.		Jun. <ul style="list-style-type: none"><li>•Finalization of the report on the preparatory survey</li></ul>	
May	Flow after Preparatory Survey		
Jun.	Jun. - <ul style="list-style-type: none"><li>•Exchange of Note (E/N)</li><li>•Grant Agreement (G/A)</li><li>•Contract between a client of the recipient countries and an agent</li></ul>	May. <ul style="list-style-type: none"><li>•Decision on the implementation of JDS Project by Japanese government (cabinet meeting)</li></ul>	
2022 Jul. to 2023 Feb.	Aug.- Recruitment Nov.- <ul style="list-style-type: none"><li>• 1st screening by application document</li><li>• Health examination</li></ul> Dec. to Feb.2022 <ul style="list-style-type: none"><li>• 2nd screening by Technical Interview with university faculty</li></ul>		Participate in Selection Nov.- 2022 <ul style="list-style-type: none"><li>•Screening by application document</li></ul> Dec. to Feb. 2023 <ul style="list-style-type: none"><li>•Technical Interview in Philippines</li></ul>
Mar. to Jul.	-Mar. <ul style="list-style-type: none"><li>•3rd screening by Comprehensive Interview with OC members</li></ul>		Apr.- <ul style="list-style-type: none"><li>•Preparation for Enrollment</li></ul>
Aug.		Aug. <ul style="list-style-type: none"><li>•Student Arrival</li><li>•Briefing and Orientation</li></ul>	
Sept.	Jul. <ul style="list-style-type: none"><li>•Pre-departure orientation</li></ul>		Sept.- <ul style="list-style-type: none"><li>•Enrollment</li></ul>

## The Project for Human Resource Development Scholarships (JDS)

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

Date and Time	Organization	Contact Person	Remark
10 <sup>th</sup> November 2021	National Economic and Development Authority (NEDA)	<ul style="list-style-type: none"> <li>- Ms. Hazel Baliatan, Director</li> <li>- Mr. Joseph Norley Capistrano, Assistant Director</li> <li>- Ms. Nathalie Tatuara, Public Investment Staff</li> </ul>	Introduction and kick-off meeting for the Preparatory Survey
12 <sup>th</sup> November 2021	Department of the Interior and Local Government (DILG)	<ul style="list-style-type: none"> <li>- Ms. Hilda F. Gaurino, Chief</li> <li>- Ms. Michelle Negrado</li> <li>- Mr. Albino Tolentino</li> <li>- Ms. Imelda A. Grivas</li> </ul>	Human resource needs in the Philippines
15 <sup>th</sup> November 2021	Department of Budget and Management (DBM)	Human Resource Development Division: <ul style="list-style-type: none"> <li>- Ms. Andrea Celene Magtalas, Director</li> <li>- Ms. Beth Matias</li> <li>- Ms. Joyce Labao</li> <li>- Mr. JK Tabor</li> <li>- Ms. Charm Baraoed</li> </ul>	
15 <sup>th</sup> November 2021	The Philippine Coast Guard (PCG)	<ul style="list-style-type: none"> <li>- Ms. Lejanie T Dy, Deputy Chief, Coastguard Staff for Education and Training</li> </ul>	
15 <sup>th</sup> November 2021	Department of Trade and Industry (DTI)	Human Resource and Administrative Service: <ul style="list-style-type: none"> <li>- Ms. Hedy Alcanices, Chief</li> <li>- Ms. Marie M Trinidad Francisco</li> </ul>	
15 <sup>th</sup> November 2021	Department of Foreign Affairs (DFA)	Learning and Development (L&D) Section: <ul style="list-style-type: none"> <li>- Ms. April Casquejo, Supervising Officer for L&amp;D</li> <li>- Ms. Nathalie Fajardo, Scholarships desk</li> <li>- Mr. Haniel Alvarez, Scholarships desk</li> </ul> Foreign Service Institute's Language Program Section: <ul style="list-style-type: none"> <li>- Ms. Eivette Carmen P. Lagman, Section Head</li> <li>- Ms. Jayde DV. Basal</li> <li>- Ms. Alexis R. Barcala</li> <li>- Ms. Chryza DG. Sanchez</li> </ul>	



15 <sup>th</sup> November 2021	Development Bank of the Philippines (DBP)	LDD Career Development Specialists: - Mr. Enzo Montano, Manager - Mr. Mic Cabauatan, Assistant Manager	
17 <sup>th</sup> November 2021	Department of Finance (DOF)	Human Resource Management and Development Division: - Mr. Alvin P Diaz, Director IV, Central Administration Office - Ms. Maria Carmela P Romerosa, Chief Administrative Officer - Rosemary Abelgas	
18 <sup>th</sup> November 2021	National Economic and Development Authority (NEDA)	- Mr. Joseph Norley Capistrano, Assistant Director - Ms. Nathalie Tatuara, Public Investment Staff	Minutes Meeting for JDS Project 2023-2026
24 <sup>th</sup> November 2021	Department of Transportation (DOTr)	Administrative Service: - Atty. Jer B. Samson, Director for Administrative Service  Human Resource Development Division: - Mr. Erwin C. Carbungco, Chief, Human Resource Development Division - Ms. Arlene A. Derilo, Human Resource - Ms. Mary Grace L. Escoto/ Mr. Jerome S. Cruz - Ms. Daryll Joy D. Malunes	Human resource needs in the Philippines
24 <sup>th</sup> November 2021	Department of Environment and Natural Resources (DENR)	- Mr. Dexter M. Tindoc, Chief Administrative Officer, Career Development Division, Human Resource Development Service	
24 <sup>th</sup> November 2021	Philippine Institute for Development Studies (PIDS)	- Ms. Ma. Dana Patuar	
29 <sup>th</sup> November 2021	National Economic and Development Authority (NEDA)	- Mr. Joseph Norley Capistrano, Assistant Director - Ms. Nathalie Tatuara, Public Investment Staff	Minutes Meeting for JDS Project 2023-2026



REPUBLIC OF THE PHILIPPINES

# NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY

24 January 2022

## CHIEF REPRESENTATIVE EIGO AZUKIZAWA

Japan International Cooperation Agency - Philippine Office  
40<sup>th</sup> Floor Yuchengco Tower, RCBC Plaza  
Ayala Avenue, Makati City

Subject: **Framework for the Project for Human Resource Development Scholarship (JDS Project) for FY2022 to FY2025**

Dear Chief Representative Azukizawa:

This refers to the renewal of the framework for the Human Resource Development Scholarship (JDS Project) covering Japanese Fiscal Years 2022 to 2025.

Further to our 28 October 2021 letter conveying the National Economic and Development Authority's (NEDA) support for the conduct of the preparatory survey for the new framework of the JDS Project and following the discussions with the preparatory survey team on 10, 18, and 29 November 2021, we are forwarding the latest draft of the Minutes of Discussions (MOD) with revisions and inputs from NEDA.

We look forward to the signing of the MOD and to the finalization of the new framework for the JDS Project.

Thank you.

Very truly yours,

**JONATHAN L. UY**

Assistant Secretary

Investment Programming Group

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

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

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by HIROSAWA Jin, Senior Representative, JICA Philippines Office, to Metro Manila from November to December 2021.


The Team held a series of discussions with the members of the National Economic and Development Authority (hereinafter referred to as “NEDA”), as chair of the JDS Operating Committee (hereinafter referred to as “the Committee”). Both parties reached an agreement on the JDS Project as attached hereto.

Metro Manila, January 24, 2022



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HIROSAWA Jin  
Leader  
Preparatory Survey Team  
Japan International Cooperation Agency



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Jonathan L. Uy  
Assistant Secretary  
National Economic and Development Authority

## **I. Objective of the Preparatory Survey**

The Philippine side understood the objectives of the Preparatory Survey explained by the Team referring to ANNEX 1 “Flowchart of the Preparatory Survey”.

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project from Japanese fiscal year 2022 to 2025 to be implemented under Japanese Grant Aid;
- (2) To design the outline of the JDS Project through collecting basic information on human resource development for public servants in the Philippines; and
- (3) To estimate the overall costs of the JDS Project.

## **II. Objective of the JDS Project**

The objective of the JDS Project is to support human resource development in recipient countries of Japanese Grant Aid, through highly capable, young civil servants and others, who are expected to engage in formulating and implementing social and economic development policies/plans and are expected to become leaders in their countries, by means of accepting them in Japanese universities as JDS Fellows. Moreover, the Project aims to strengthen the partnership between the recipient countries and Japan.

The JDS Fellows accepted by the Project will acquire expert knowledge, conduct research, and build human networks at Japanese universities, and are expected to use such knowledge after returning to their work, to take an active role in solving practical problems of the social and economic development issues that their countries are facing.

## **III. Framework of the JDS Project**

### **1. Project Implementation**

The Philippine side confirmed that the JDS Project is implemented under “Flowchart of JDS Project for the Succeeding Four Batches (ANNEX 2)”, subject to the results of the JICA and Embassy of Japan’s discussions on the Philippine side’s proposal to execute one general agreement, and annual sub-agreements under the general agreement, as mentioned under Item 4 of V. Other Matters Discussed.

### **2. Implementation Coordination**

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

#### Philippine side

- National Economic and Development Authority (NEDA) (chair)
- Civil Service Commission (CSC)
- Department of Foreign Affairs (DFA)

#### Japanese side

- Embassy of Japan (EOJ) (vice-chair)





- JICA Philippines Office (JICA)

### 3. Target Areas of the JDS Project

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

#### (1) Sub-Program 1:

Strengthening the basis for sustainable economic growth

##### Components

- 1-1 Enhancement of Public Administration
- 1-2 Enhancement of Finance/ Monetary Administration and Policy
- 1-3 Promotion of Trade and Industry/ Investment

#### (2) Sub-Program 2:

Enhancing human security for inclusive development

##### Components

- 2-1 Promotion of Infrastructure Improvement and Development
- 2-2 Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management
- 2-3 Enhancement of Disaster Risk Reduction/ Management

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

The maximum number of JDS Fellows per batch for the Succeeding Four Batches shall be twenty (20) for the Master's Program, from the Japanese fiscal year 2022 to 2025.

The Government of Japan will decide the final number of JDS Fellows in consideration of the needs of the Philippine side as well as the Project purpose.

### 5. Target Organizations

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

It was agreed that the target organizations shall be reviewed according to the result of recruitment/selection, discussed and decided by the Committee.

### 6. Accepting Universities and Supposed Numbers of JDS Fellows per University

Based on the discussion held between both parties, it was agreed that the Master's Programs of the following universities, which were selected from those that applied to JICA's public recruitment for this JDS program, would be suitable to the development issues in the Philippines.

#### 1) Development Issue as Component 1-1 : Enhancement of Public Administration

##### Accepting University:

- International University of Japan, Graduate School of International Relations (2 slots)
- Hitotsubashi University, School of International and Public Policy (2 slots)

- Nagoya University, Graduate School of International Development (2 slots)
  - Meiji University, Graduate School of Governance Studies (2 slots)
- 2) Development Issue as Component 1-2 : Enhancement of Finance/ Monetary Administration and Policy  
Accepting University:
- International University of Japan, Graduate School of International Management (2 slots)
- 3) Development Issue as Component 1-3 : Promotion of Trade and Industry/ Investment  
Accepting University:
- Kobe University, Graduate School of International Cooperation Studies (2 slots)
  - Rikkyo University, Graduate School of Business (2 slots)
- 4) Development Issue as Component 2-1 : Promotion of Infrastructure Improvement and Development  
Accepting University:
- Yokohama National University, Graduate School of Urban Innovation (2 slots)
- 5) Development Issue as Component 2-2 : Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management  
Accepting University:
- University of Tsukuba, Graduate School of Science and Technology (2 slots)
- 6) Development Issue as Component 2-3 : Enhancement of Disaster Risk Reduction/ Management  
Accepting University:
- Nagoya University, Graduate School of Environmental Studies (2 slots)

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

The Team explained a Basic Plan for each Component (ANNEX 4), including the background, project objectives, summary of the activities of the project, and others, which would be prepared for mutual understanding of both parties during the Preparatory Survey.

Both parties noted that the Team shall make the necessary meeting arrangement(s) during the survey period for the preparation of the Basic Plan for each component.

## **8. Monitoring and Evaluation**

It was agreed that the Philippine side should continue to actively monitor and evaluate the JDS returning Fellows, in view of strengthening the bilateral relationship between the Philippines and Japan. In addition, JDS returning fellows are expected to participate in the Alumni group (JICA Alumni Association of the Philippines; JAAP) for enhancing knowledge sharing and networking among JDS Fellows.



#### **IV. Undertakings of the Project**

Both parties confirmed the undertakings of the Project as described in ANNEX 5.

#### **V. Other Matters Discussed**

##### **1. Abolition of Doctor's Program**

The Team proposed that the Doctoral Program will be abolished from the next phase taking into account the result of the survey, as most target organizations show higher priority for Master's degree than Ph.D. in terms of human resource development as well as the difficulties in allowing their staff to take a leave for three years and providing appropriate assignments to them after their return. In addition, recruitment and selection under the current phase have resulted in producing only a small number of applicants and successful candidates.

The Philippine side suggested keeping the Doctoral Program by decreasing the maximum number of fellows per batch from two (2) to one (1) in consideration of possible applications, especially from research agencies.

The Team responded that the main target of the JDS Project are administrative officials, rather than research or technical personnel. Both parties agreed to discontinue the Ph.D. program, based on the feedback from target organizations.

##### **2. Strategic recruitment and selection of candidates**

The Team proposed the measures of strategic recruitment and selection of candidates in view of strengthening the bilateral relationship between the Philippines and Japan as well as the career path of JDS returning Fellows after their return. The Team proposed (1) to have explanation sessions exclusive for the prioritized organizations such as the Office of the President, NEDA, DFA, DOF, and DBM, and (2) to strengthen the promotion of the JDS Project by both the Japanese side and the Philippine side. The Philippine side agreed to such measures to be introduced from the next phase.

##### **3. Undertaking for early conclusion of Grant Agreement**

The Team requested NEDA for the early conclusion of the Grant Agreement in order to increase the number of applicants for the JDS project by securing a sufficient application period from the next phase. In addition, both sides agreed to have promotional activities, such as distribution of JDS information materials, and holding of a review seminar to share tips for successful application in case the G/A is not concluded at an early time.

The Philippine side agreed to tackle the activities above.

##### **4. Possibility of having one agreement covering the next four years**

The Philippine side proposed that both parties explore the possibility of executing only one agreement for the next four years covering the whole phase, as opposed to having to sign Grant Agreements annually. Another option may be to execute one general agreement, and annual sub-agreements under the general agreement. The Team mentioned that the first option is not possible as the need for an annual agreement follows the Government of Japan's budget system and processes. The Team conveyed that they will consult with the Embassy of Japan the acceptability

of the second option. In parallel, the Philippine side will have further discussions with the Department of Finance on the matter.

ANNEX 1: Flowchart of the Preparatory Survey

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

ANNEX 3: Design of JDS Project for the Succeeding Four Batches (Draft)

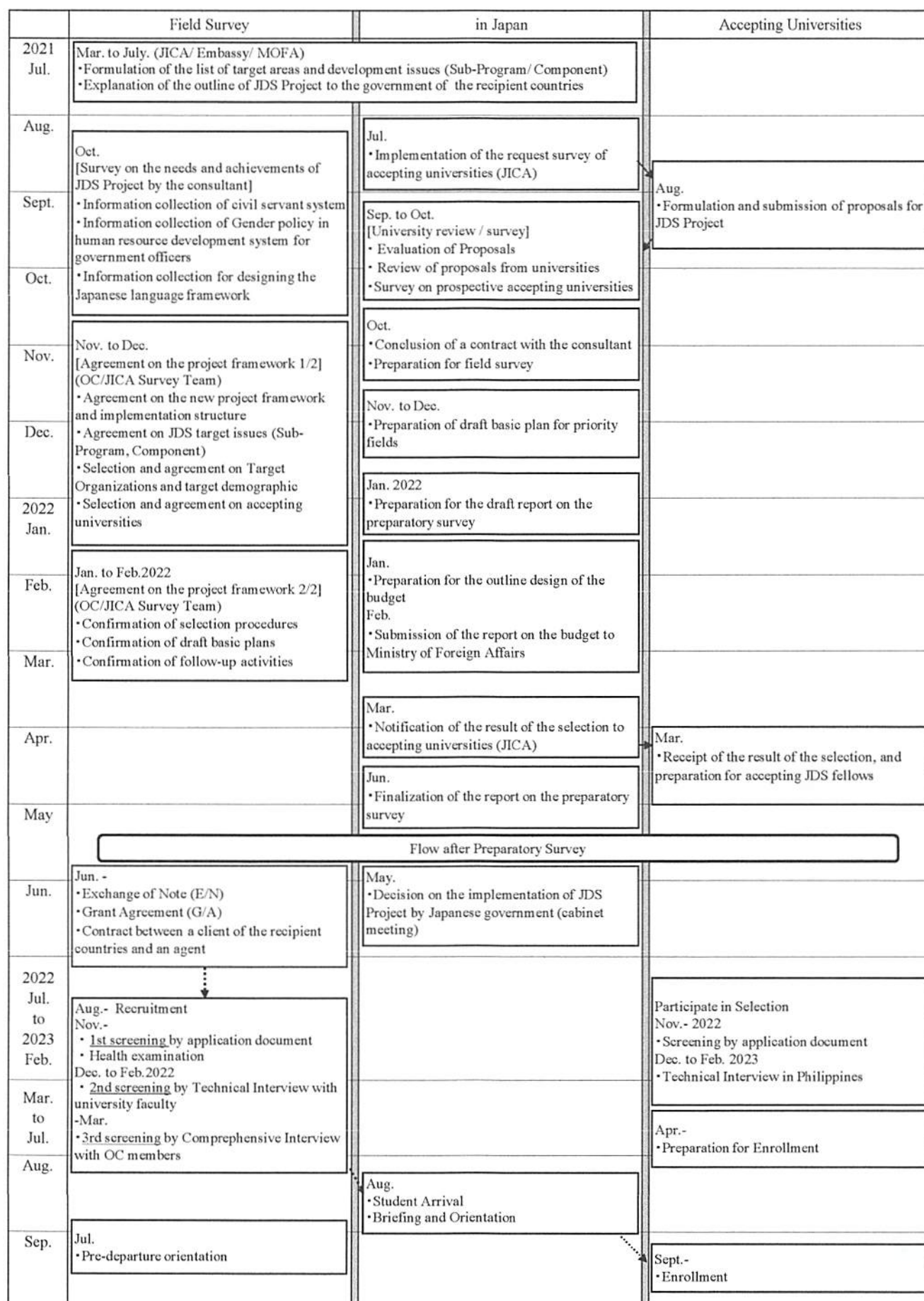
ANNEX 4: JDS Basic Plan for the Target Priority Area (Draft)

ANNEX 5: Undertakings of the Project (Draft)

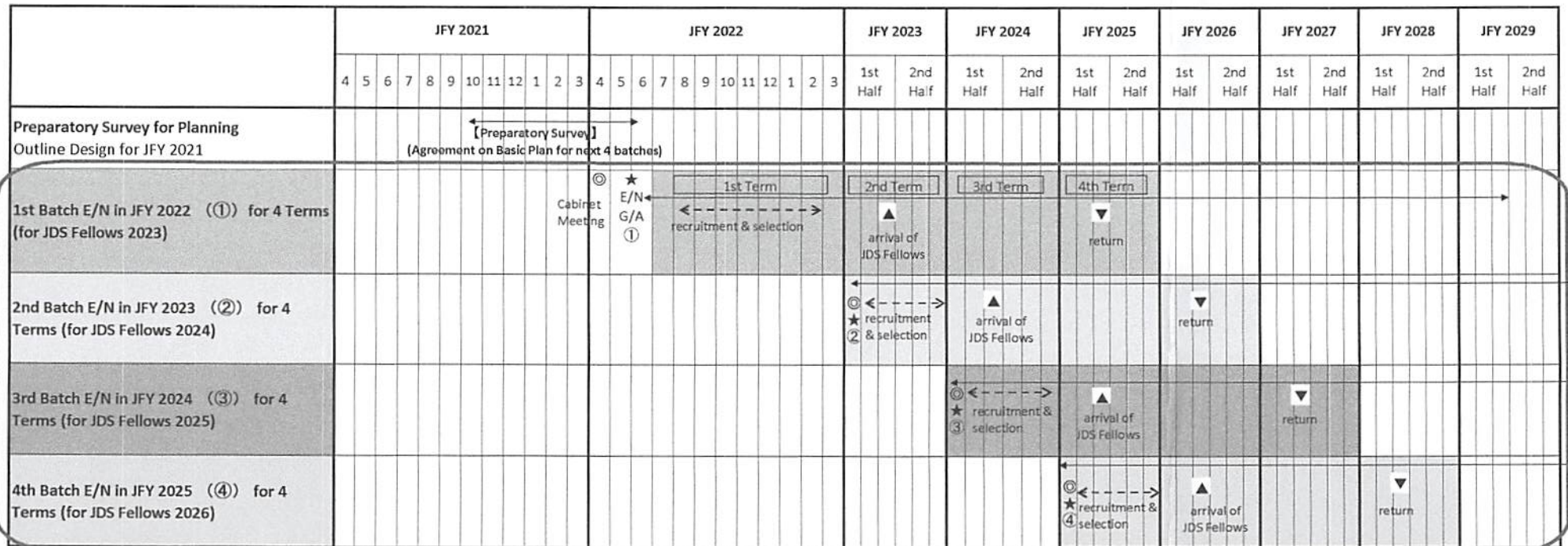




## Flowchart of the Preparatory Survey



Flowchart of JDS Project for the Succeeding Four Batches



Project Period for 7 years

◎ : Cabinet Meeting (Japan)

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

←-----→ : Period covered by Grant Agreement (G/A)

▲ : Arrival

▼ : Return to the country

## (Draft) Design of JDS Project for the Succeeding Four Batches (from JFY 2022-2025)

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)		Numbers of Fellows	Possible Fields of Study	Supposed Target Organizations	University	Slot
1. Strengthening the basis for sustainable economic growth	1-1	Enhancement of Public Administration	8	Public Policy, Development Economics, Governance, Politics, Labour Policy, Urban/Regional Development, Peace Building, etc.	NEDA, DoF, DBM, DoLE, POEA, TESDA, DILG, LGUs, BTA, DOH, CSC	International University of Japan GS of International Relations (GSIR)	2
						Hitotsubashi University School of International and Public Policy	2
						Nagoya University GS of International Development	2
						Meiji University GS of Governance Studies	2
	1-2	Enhancement of Finance/Monetary Administration and Policy	2	Financial Policy, Fiscal Policy, Financial Administration, International Economics Law, Macroeconomics Policy, Tax-related Policy, Public Insurance System, etc.	BSP, DoF, SEC, DoTI, DBP, LDB, SB Corp, BTA	International University of Japan GS of International Management (GSIM)	2
	1-3	Promotion of Trade and Industry/ Investment	4	Industrial Policy, Industrial Promotion, MBA, Promotion of Investment, International Economics, Supply-chain Management, Promotion of SME, Regional Development, Agriculture Economics, etc.	DoTI/BOI, PEZA, PCC, DA, BTA	Kobe University GS of International Cooperation Studies	2
Rikkyo University GS of Business						2	
2. Enhancing human security	2-1	Promotion of Infrastructure Improvement and Development	2	Urban/Regional Infrastructure Development, Planning Sustainable Development, Finance Law for Public Works, PPP, Asset Management, etc.	DPWH, DoTr, NEDA, BTA	Yokohama National University GS of Urban Innovation	2
	2-2	Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management	2	Environmental Administration, Environmental Policy, Planning Sustainable Environmental Management, Environmental and Social Considerations, Water Resource Development, Water and Sewage, Waste Management, Climate Change, Forest/Coastal Environmental Conservation, etc.	DENR, NEDA, NWRB, DoE, LGU, WD, DPWH, LWUA, OP/CCC, BTA	University of Tsukuba GS of Science and Technology	2
	2-3	Enhancement of Disaster Risk Reduction / Management	2	Disaster Prevention Engineering, Soft Component for Disaster Risk Management, Planning Urban Development in consideration of Disaster Management, etc.	DPWH, LGU	Nagoya University GS of Environmental Studies (in cooperation with the GS of Engineering)	2
Total Number/ year			20				





(Draft)

**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:

**Itemized Table 1-1-1****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 Republic of the Philippines)****(3) Japan's ODA Policy and Achievement (including Republic of the Philippines)**

Relevant Projects and Training Programs of JICA Philippines Office:

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

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

**(2) Project Design**

- 1) Overall goal
- 2) Project purpose

**(3) Verifiable Indicators**

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

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

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

## (5) Activity (Example)

### Graduate School of XXXXX

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

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

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

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

1 batch     $X \text{ fellows} \times 4 \text{ years} = X \text{ fellows}$

From the year 2023 (Until 2025) : X fellows, From the year 2024 (Until 2026) : X fellows

From the year 2025 (Until 2027) : X fellows, From the year 2026 (Until 2028) : X fellows

### (7) Inputs from the Philippines 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 the Philippines
- 2) Age: Between 22 and 39 as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Possess a Bachelor Degree relevant to the target fields
  - Relevant academic/research career or working experience can be considered as the alternative to meet the requirement.
- 4) Work Experience:
  - Have permanent status
  - Have at least 2 (two) years of work experience, particularly in work relevant to the selected Component, at the time of application
- 5) Others
  - Have enough English language proficiency
  - Be in good physical and mental conditions
  - Have not been awarded any other foreign scholarships for obtaining a master's degree
  - Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

## Undertakings of the Project (Draft)

## (1) Specific obligations of the Recipient which will not be funded with the Grant

NO	Items	Deadline	In charge	Estimated cost	Ref.
1	To establish an operating committee (hereinafter referred to as “the Committee”) in order to discuss any matter that may arise from or in connection with the G/A	Within 1 month after signing of the G/A	NEDA	N/A	
2	To appoint the head of representatives of the Recipient who will be a chairman of the Committee	Within 1 month after signing of the G/A	NEDA	N/A	
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing of the G/A	NEDA	N/A	
4	To issue A/P to a bank in Japan (the Agent Bank) for the payment to the Agent	Within 1 month after the signing of the contract	NEDA	N/A	
5	To bear the following commissions to a bank of Japan for the banking services based upon the B/A		NEDA		
	1) Advising commission of A/P	Within 1 month after the signing of the contract	NEDA	approx. JPY6,000.-	
	2) Payment commission for A/P	Every payment	NEDA	approx. 0.1% of the payment amount	
6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	NEDA	N/A	
7	To organize the Committee meeting	During the Project	NEDA	N/A	
8	To ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the country of the Recipient with respect to the purchase of the products and/or the services be exempted.	During the Project	NEDA	N/A	
9	To accord the Japanese physical persons and/or physical persons of third countries whose services may be required in connection with the supply of the products and/or the services such facilities as may be necessary for their entry into the country of the Recipient and stay therein for the performance of their work	During the Project	NEDA	N/A	
10	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	During the Project	NEDA	N/A	
11	To give due environmental and social consideration in the implementation of the Project	During the Project	NEDA	N/A	
12	To ensure the safety of persons engaged in the implementation of the Project in the country of the Recipient	During the Project	NEDA	N/A	

(NEDA: National Economic and Development Authority, G/A: Grant Agreement, B/A: Banking Arrangement, A/P: Authorization to pay, N/A: Not Applicable)



(2) Other obligations of the Recipient funded with the Grant

No	Items	Deadline	Amount (Million Japanese Yen)
1	To work on the recruitment and selection procedures of JDS candidates	During the Project	
2	To provide JDS candidates with information on study in Japan	During the Project	
3	To carry out matriculation procedures and make arrangements for trips to Japan for JDS fellows	During the Project	
4	To handle payment of tuition fees and scholarships	During the Project	
5	To provide pre-departure and after arrival orientation on JDS before/after arrival in Japan to JDS fellows	During the Project	
6	To monitor academic progress and living conditions of JDS fellows	During the Project	
7	To organize JDS fellow's returning program which consists of support for necessary procedure on JDS fellows' returning, evaluation meeting on JDS program upon the graduation, meeting for reporting the results after JDS fellow's returning to their respective countries, and	During the Project	
8	To perform other duties necessary for implementation of the Project.	During the Project	
	Total		

(Note) Progress of the obligations of the Recipient may be confirmed and updated from time to time in a written form between JICA and the Recipient.



The Number of JDS Participants to be Accepted for Next Four Years  
under the JDS Project in the Philippines (Master's Course)

Sub-Program	Component	University	Graduate School	Expected Number of JDS Participants				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1. Strengthening the basis for sustainable economic growth	1-1. Enhancement of Public Administration	International University of Japan	Graduate School of International Relations	2	2	2	2	8
		Hitotsubashi University	School of International and Public Policy	2	2	2	2	8
		Nagoya University	Graduate School of International Development	2	2	2	2	8
		Meiji University	Graduate School of Governance Studies	2	2	2	2	8
	1-2. Enhancement of Finance/ Monetary Administration and Policy	International University of Japan	Graduate School of International Management	2	2	2	2	8
	1-3. Promotion of Trade and Industry/ Investment	Kobe University	Graduate School of International Cooperation Studies	2	2	2	2	8
		Rikkyo University	Graduate School of Business	2	2	2	2	8
2. Enhancing human security	2-1. Promotion of Infrastructure Improvement and Development	Yokohama National University	Graduate School of Urban Innovation	2	2	2	2	8
	2-2. Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management	University of Tsukuba	Graduate School of Science and Technology	2	2	2	2	8
	2-3. Enhancement of Disaster Risk Reduction/ Management	Nagoya University	Graduate School Environmental Studies (in cooperation with the Graduate School of Engineering)	2	2	2	2	8
Total				20	20	20	20	80



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

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

1. Country: Republic of the Philippines
2. Target Priority (Sub-Program) Area: Strengthening the basis for sustainable economic growth
3. Operating Committee:  
 Philippine side: National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Foreign Affairs (DFA)  
 Japan side: Embassy of Japan in the Philippines, JICA Philippine Office

**Itemized Table 1-1**

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

**(1) Basic Information**

1. Target Priority (Sub-Program) Area: Strengthening the basis for sustainable economic growth
2. Component: Enhancement of Public Administration
3. Target Organization: Please see attached the design of JDS project for the four batches

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

The Philippines has been recently enjoying strong economic growth, but is considered to be exposed to the risks of high unemployment and underemployment rates and low labor productivity. Risk factors include the government's effectiveness (the quality of public services, policy making and implementation, and the government's credibility related to its policy commitment) and the public sector's systems and administrative capacity related to the improvement of the investment environment (incorporation, corporate registration, financing, tax payment, trade, and contract performance), which negatively affect the vitality of the private sector. The country has increasing opportunities to participate in international frameworks while international relations have become closer, as represented by the progress of ASEAN economic integration and the celebration of the 15th anniversary of the economic partnership agreement with Japan. With traffic in people and goods increasing, the country has seen a higher risk of maritime crimes and terrorism. Since sustainable economic growth requires public and maritime safety, the Philippine Development Plan 2017-2022 attaches paramount importance to public safety measures and counterterrorism. The strengthening of crime control is one of the country's important challenges. In addition, the country urgently needs to improve the overall administrative capacity in the Bangsamoro Autonomous Region. Assistance and so improving the national and regional administrative and fiscal capacity is thus essential to the country's further development. It is also important to train administrative officials to effectively promote bilateral relations, including development cooperation, and regional and multilateral diplomatic relations. The JDS will support the development of such human resources.

**(3) Japan's ODA Policy and Achievement (including Republic of the Philippines)**

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

In addition to this, "peace and development in Mindanao" is also set as a priority area. JICA provides assistance in institutional capacity development and human resource development for those who are responsible for future development through its cooperation program towards Mindanao regions. The JDS Project in the Philippines started dispatching Fellows to Japan in the year of 2003 and dispatched 399 Fellows in total through the 1st to the 19th batch (as of October 2021). Among the 399 fellows, 358 obtained master's degree and returned to the Philippines (108 are in the field related to enhancement of public administration). Most of the Fellows have returned to the original workplace for solving development issues through their work.

## 2. Cooperation Framework

### (1) Project Objective

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

### (2) Project Design

#### 1) Overall goal

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

#### 2) Project purpose

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

### (3) Verifiable Indicators

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

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

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

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

- International University of Japan, Graduate School of International Relations

2 Fellows/year, Total 8 Fellows/4 years

- Hitotsubashi University, School of International and Public Policy

2 Fellows/year, Total 8 Fellows/4 years

- Nagoya University, Graduate School of International Development

2 Fellows/year, Total 8 Fellows/4 years

- Meiji University, Graduate School of Governance Studies

2 Fellows/year, Total 8 Fellows/4 years

### (5) Activity (Example)

#### International University of Japan, Graduate School of International Relations

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Pre-departure preparation in the Philippines for smooth study/research after arrival in Japan	As preliminary preparation for conducting research at the graduate level with ease, basic courses focusing on mathematics, economics and other related subjects are

	offered in the Philippines during summer prior to the enrollment.
2) During study in Japan	
Capacity development for core government officials engaged in designing, implementing, evaluating and managing economic and public policy	Graduate School (GS) provides JDS Fellows the practical coursework satisfying global standard requirements and supervision for master's thesis/research report. In the coursework, they will study not only theories in economics, public finance and public policy, but also pragmatic skills and knowledge in planning and implementing the medium and long term policies.
Learn highly analytical thinking and problem solving skills	GS offers required courses targeted at analytical and empirical skills with knowledge that are essential to understand comprehensive aspects of economics and related fields while elective courses put more emphasis on practical aspects and policy-oriented issues. This combination allows JDS Fellows to both identify and resolve problems found in regional and international economic policy agendas.
3) After return	
Continuous improvement of knowledge, theories and skills	Follow-up trainings are provided in the Philippines after graduation with the aim of ameliorating knowledge, theories and skills continuously.

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

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Organize sufficient preparation in advance to help students smoothly start their study after arrival in Japan	Encourage JDS Fellows to learn basic mathematical skills required for economic analysis by sharing actual study materials beforehand.
2) During study in Japan	
Acquire knowledge of economic theory and its applications that forms the basis of formulating policies required for strengthening market economy	JDS Fellows acquire economic theory and its application to policies through the core curriculum such as macroeconomics, microeconomics, public economics and econometrics. Special classes and individual tutorials are offered to enhance the Fellows' mathematical and English language skills that are essential for them to fully benefit from APPP's curriculum.
Obtain specific skills to analyze and evaluate policies	Through elective courses on applied subjects such as tax policy, finance, public investment, social security and monetary & fiscal policies, JDS Fellows attain knowledge and skills that are useful in tackling specific issues on public policy.

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

### **Nagoya University, Graduate School of International Development**

Target	Contents/ Programs to achieve target
1) During study in Japan	
Acquiring basic knowledge and deepening understanding	-To obtain the fundamentals and basic knowledge in order to develop JDS Fellows' ability of policy making based on the background and situation of the Philippines
Obtain specific skills to analyze and evaluate policies	-Through elective courses on applied subjects as well as case studies inside/outside Japan, JDS Fellows attain theoretical knowledge and practical skills and approach.

Formulate networks on policy making	-Through joining research exchange meetings, JDS Fellows builds broad network with faculty members and as well as outside contact resources.
Strengthen the thesis writing capacity	-To select the theme of thesis, conduct research contributing to solution of the development issue of the country -The faculty supports JDS Fellows writing thesis in academic English and offers a guidance for anti-plagiarism.
2) After return	
Utilization of outcome of research and to maintain the network	-To exchange updated information with the professors and receive advice regularly. -To conduct follow-up activity such as seminar for the JDS returned Fellows or target organizations, and help them to utilize outcome of the research to tackle the development issues.

### Meiji University, Graduate School of Governance Studies

Target	Contents/ Programs to achieve target
1) During study in Japan	
Enhance disciplinary knowledge in different fields of expertise related to global issues. Develop skills for analyzing practical issues such as economic development and political/administrative reforms. Nurture knowledge in governance-related issues	The Graduate School of Governance Studies (GS) provides the following three programs; “Public Policy”, “International Development Policy” and “Community Planning and Management” so that JDS Fellows can develop their own curriculum by taking appropriate subjects from different programs based on their research topic.
Acquire the knowledge of both global and local issues and develop the skills of policy formulation and implementation for proper problem-solving	The school invites distinguished scholars both from Japan and abroad to special lectures relevant to JDS Fellows’ research themes. It also offers joint multi-lingual classes conducted in both English and Japanese for fostering intellectual exchange between Japanese and international students as well as fieldwork opportunities involving site visits to public policy institutions and interactions with Japanese personnels.
Strengthen the thesis writing capacity	The school offers workshops on academic writing in and reading in English while providing special instructions such as proofreading, grammar instructions and counseling services. Special subjects such as social research method and technical writing are offered in addition to regular courses.
2) After return	

Utilize the knowledge and products gained through the study in Japan	The school organizes follow-up seminars and other opportunities for developing a network of alumni.
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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 Fellows**

1 batch      8 fellows × 4 years = 32 Fellows  
 From the year 2023 (Until 2025) : 8 Fellows, From the year 2024 (Until 2026) : 8 Fellows  
 From the year 2025 (Until 2027) : 8 Fellows, From the year 2026 (Until 2028) : 8 Fellows

#### **(7) Inputs from the Philippines 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 the Philippines
- 2) Age: Between 22 and 39 as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Possess a Bachelor Degree relevant to the target fields
  - Relevant academic/research career or working experience can be considered as the alternative to meet the requirement.
- 4) Work Experience:
  - Have permanent status
  - Have at least 2 (two) years of work experience, particularly in work relevant to the selected Component, at the time of application
- 5) Others
  - Have enough English language proficiency
  - Be in good physical and mental conditions
  - Have not been awarded any other foreign scholarships for obtaining a master's degree
  - Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

**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: Republic of the Philippines
2. Target Priority (Sub-Program) Area: Strengthening the basis for sustainable economic growth
3. Operating Committee:  
Philippine side: National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Foreign Affairs (DFA)  
Japan side: Embassy of Japan in the Philippines, JICA Philippine Office

**Itemized Table 1-2**

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

**(1) Basic Information**

1. Target Priority (Sub-Program) Area: Strengthening the basis for sustainable economic growth
2. Component: Enhancement of Finance/Monetary Administration and Policy
3. Target Organization: Please see attached the design of JDS project for the four batches

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

Although the Philippines is regarded as having a well-developed financial service sector for a developing country, the access of SMEs and individuals to banks and other financial services is significantly poorer than its neighboring countries as the core of the financial service sector is lending by major commercial banks to large enterprises. While the challenge of financial inclusiveness and the spread of the COVID-19 pandemic have worsened the real economy, there is a growing need for support that contributes to the improvement of the macroeconomic and financial environment, such as the improvement of the government's capacity for managing financial policies by establishing a credit information database that promotes banks' financing to SMEs, accurately analyzing and projecting economic fundamentals, and carefully checking for economic risks. The JDS will support the development of human resources that make and implement policies in the financial field. On the fiscal front, the country carries out steady fiscal management and is working to increase revenue through tax reforms, but its external debts are on the rise through the pandemic. It is therefore necessary to support the development of human resources with the JDS to help the country implement sound fiscal policies by continuously expanding the tax base.

**(3) Japan's ODA Policy and Achievement (including Republic of the Philippines)**

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

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

The JDS Project in the Philippines started dispatching Fellows to Japan in the year of 2003 and dispatched 399 Fellows in total through the 1st to the 19th batch (as of October 2021). Among the 399 fellows, 358 obtained master's degree and returned to the Philippines (76 are in the field related to enhancement of finance/monetary administration and policy). Most of the Fellows have returned to the original workplace for solving development issues through their work.

## 2. Cooperation Framework

### (1) Project Objective

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

### (2) Project Design

#### 1) Overall goal

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

#### 2) Project purpose

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

### (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

- International University of Japan, Graduate School of International Development  
2 fellows/year, Total 8 fellows/4 years

### (5) Activity (Example)

#### International University of Japan, Graduate School of International Development

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To Improve basic academic ability before enrolment	Before enrolment, GSIM conducts preparatory courses for two weeks (20 sessions in total) on mathematics, statistics, and economics. The Fellows also participate in pre-enrollment programs (e.g. basic course of finance and accounting, case study skills, Excel skills), curriculum guidance, English and Japanese language orientations, and meetings with faculty members.
2) During study in Japan	
To lean theoretical foundation and expert knowledge	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 In the second year, according to the selection of the Fellows, the advanced subjects are taken
To learn practical skills and applied skills at the field	JDS Fellows participate in special lectures by the experts and field trips as a part of Special Program. In addition, GSIM organizes lectures on cross-border M&A and microfinance, inviting investment specialists; fund managers; policy makers; and experts from World Bank and Japan Bank for International Cooperation.
To learn paper preparation method and others	Academic writing courses are available for two years for the Fellows to take as necessary.
3) After return	
To build and maintain network	GSIM continues developing relations with the Fellows and follow-up activities.

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

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

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

1 batch     2 Fellows × 4 years = 8 Fellows  
 From the year 2023 (Until 2025) : 2 Fellows, From the year 2024 (Until 2026) : 2 Fellows  
 From the year 2025 (Until 2027) : 2 Fellows, From the year 2026 (Until 2028) : 2 Fellows

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

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

3) Academic Background:

- Possess a Bachelor Degree relevant to the target fields
- Relevant academic/research career or working experience can be considered as the alternative to meet the requirement.

4) Work Experience:

- Have permanent status
- Have at least 2 (two) years of work experience, particularly in work relevant to the selected Component, at the time of application

5) Others

- Have enough English language proficiency
- Be in good physical and mental conditions
- Have not been awarded any other foreign scholarships for obtaining a master's degree
- Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

**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: Republic of the Philippines
2. Target Priority (Sub-Program) Area: Strengthening the basis for sustainable economic growth
3. Operating Committee:  
Philippine side: National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Foreign Affairs (DFA)  
Japan side: Embassy of Japan in the Philippines, JICA Philippine Office

**Itemized Table 1-3**

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

**(1) Basic Information**

1. Target Priority (Sub-Program) Area: Strengthening the basis for sustainable economic growth
2. Component: Promotion of Trade and Industry/ Investment
3. Target Organization: See Design of JDS Project in the Philippines

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

In 2012, the Philippine government formulated the Comprehensive National Industry Strategy, which includes an industrial cluster strategy that aims to achieve a competitive regional economy. The national strategy aims to strengthen the competitiveness of the manufacturing industry, which can create many jobs, and deepen the industry's participation in global value chains with higher added value. Promotion of direct investment is important to achieve this goal, but the country falls behind other ASEAN countries in this respect. One of the causes is the investment environment. The country's investment environment has been poorly evaluated, particularly in terms of incorporation, corporate registration, financing, tax payment, trade, and contract performance. The country therefore needs to improve its related systems and administrative capacity to have a better investment environment. In addition, its manufacturing industry is facing an important challenge of the delayed concentration of industries, including supporting industries. Promotion of SMEs is another important policy issue. The JDS will support the development of human resources that make and implement policies in the field of industrial promotion.

**(3) Japan's ODA Policy and Achievement (including Republic of the Philippines)**

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

The JDS project in the Philippines started dispatching Fellows to Japan in the year of 2003 and dispatched 399 Fellows in total through the 1st to the 19th batch (as of October 2021). Among the 399 Fellows, 358 obtained master's degree and returned to the Philippines (85 are in the field related to this promotion of trade and industry/ investment). Most of the Fellows have returned to the original workplace for solving development issues through their work.

## 【Main Relevant Projects and Training Programs of JICA Philippine Office】

### Technical Cooperation

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

### Grant Assistance for Grass-Roots Human Security Projects

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

## 2. Cooperation Framework

### (1) Project Objective

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

### (2) Project Design

#### 1) Overall goal

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

#### 2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of public policies in enhancement of promotion of trade and industry/ investment.

### (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

- Kobe University, Graduate School of International Cooperation Studies  
2 Fellows/year, Total 8 Fellows/4 years
- Rikkyo University, Graduate School of Business  
2 Fellows/year, Total 8 Fellows/4 years

### (5) Activity (Example)

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

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Acquire basic knowledge required for pursuing the course	- JDS Fellows have a preliminary training prior to enrollment in the aim of building mathematical and

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

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

#### Rikkyo University, Graduate School of Business

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

Strengthen capacities to cope with policy issues	<ul style="list-style-type: none"> <li>• MIB provides a wide range of elective courses which are offered in the second and third term (spring term in the first year and fall term in the second year). It is required to earn at least 16 credits from this component in addition to completing the final research project by the final semester.</li> <li>• Under the supervision of an academic advisor, JDS Fellows choose their own final research project topic and complete the project by writing a report and making a final presentation in front of a panel of faculty.</li> <li>• Upon conducting the final research project, JDS Fellows are expected to choose a practical topic, analyze the problems by utilizing the knowledge and skills they have learned and suggest optimum options including solutions.</li> </ul>
Obtain practical and applied abilities	<ul style="list-style-type: none"> <li>• By utilizing the Special Program, MIB conducts seminars and workshops on development issues by inviting prominent guest speakers from other universities, research institutes, companies, governmental organizations and etc.</li> <li>• It also organizes field trips to government institutions, private firms and etc. These various activities will help JDS Fellows to bridge between the knowledge gained throughout regular classes and hands-on practices in the actual world.</li> <li>• They can also acquire practical knowledge and skills for business management through discussions of actual cases in Japan and Asia, presentation of business proposals, participation in internship programs in Japan and Asia as well as engagement at group projects.</li> </ul>
3) After return	
Further enhance knowledge, theories and skills	<ul style="list-style-type: none"> <li>• After graduation, MIB provides JDS Fellows follow-up training programs in the Philippines so as to further enhance their knowledge, theories and skills in addition to facilitating joint research opportunities for returned JDS Fellows, faculty members and industrial practitioners.</li> <li>• By sharing information regularly, MIB endeavors to maintain the network with the Fellows. In addition, competent graduates will be invited to Japan for training to promote further their research.</li> </ul>

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

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

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

1 batch      2 Fellows × 4 years = 8 Fellows

From the year 2023 (Until 2025) : 2 Fellows, From the year 2024 (Until 2026) : 2 Fellows

From the year 2025 (Until 2027) : 2 Fellows, From the year 2026 (Until 2028) : 2 Fellows

#### **(7) Inputs from the Philippines 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 the Philippines
- 2) Age: Between 22 and 39 as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Possess a Bachelor Degree relevant to the target fields
  - Relevant academic/research career or working experience can be considered as the alternative to meet the requirement.
- 4) Work Experience:
  - Have permanent status
  - Have at least 2 (two) years of work experience, particularly in work relevant to the selected Component, at the time of application
- 5) Others
  - Have enough English language proficiency
  - Be in good physical and mental conditions
  - Have not been awarded any other foreign scholarships for obtaining a master's degree
  - Military personnel registered on the active list or person on alternative military service cannot apply for JDS.



**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: Republic of the Philippines
2. Target Priority (Sub-Program) Area: Enhancing human security
3. Operating Committee:  
Philippine side: National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Foreign Affairs (DFA)  
Japan side: Embassy of Japan in the Philippines, JICA Philippine Office

**Itemized Table 2-1**

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

**(1) Basic Information**

1. Target Priority (Sub-Program) Area: Enhancing human security
2. Component: Promotion of Infrastructure Improvement and Development
3. Target Organization: See Design of JDS Project in the Philippines

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

The World Economic Forum reported that the infrastructure quality of the Philippines in 2019 was poorer than that of its neighboring ASEAN countries. The Philippine government has started to improve the infrastructure quality with an understanding that chronic traffic congestion in the Manila metropolitan area, capacity shortage at airports and ports, power rates higher than its neighboring countries, and other infrastructure problems have hindered direct investment and industrial promotion. On the other hand, the government is accelerating its move to restrain the overconcentration of population in metropolitan area from the viewpoint of controlling the COVID-19 infection risk, and plan to promote rural development with a view to encouraging migration to rural areas. Since the gaps between urban and rural areas have been large, there have been calls for the promotion of development that enables rural people to enjoy the benefits of economic development and lead fulfilling lives. This requires the formulating and implementing a nationwide infrastructure investment plan. The Japanese government's cooperation in developing high-quality infrastructure will assist with this formulation and implementation. The JDS will support the development of human resources that contribute to the making and implementation of policies (including an infrastructure financing policy) that promote the infrastructure development necessary to strengthen the foundations of the country's sustainable growth and achieve nationwide inclusive growth.

**(3) Japan's ODA Policy and Achievement (including Republic of the Philippines)**

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

The JDS project in the Philippines started dispatching Fellows to Japan in the year of 2003 and dispatched 399 Fellows in total through the 1st to the 15th batch (as of October 2018). Among the 399 Fellows, 358 obtained master's degree and returned to the Philippines (109 are in the field related to

this promotion of infrastructure improvement and development). Most of the Fellows have returned to the original workplace for solving development issues through their work.

**【Main Relevant Projects and Training Programs of JICA Philippine Office】**

**Technical Cooperation**

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

**Yen Loan**

- Yen Loan Projects on Railway, Road and Bridge

## **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 Philippines.

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

**1) Overall goal**

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

**2) Project purpose**

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

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

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

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

- Yokohama National University, Graduate School of Urban Innovation
- 2 fellows/year, Total 8 fellows/4 years

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

**Yokohama National University, Graduate School of Urban Innovation**

Target	Contents/ Programs to achieve target
1) During study in Japan	
Achieve the ability with regard to the development of comprehensive transportation infrastructure including urban development near station.	- Systematic learning is conducted on basic knowledge such as structural engineering, hydraulic engineering, geotechnical engineering, civil planning, civil

	<p>engineering materials, urban disaster prevention system theory etc.</p> <ul style="list-style-type: none"> <li>- Acquire the necessary tools for infrastructure planning, design, operation, maintenance and management in exercise style.</li> <li>- Learn actual examples of infrastructure planning, design, operation, maintenance and management both in Japan and overseas.</li> </ul>
Acknowledge the wide range of vision which is one of the requirements for being leading government bureaucrat by pursuing the interdisciplinary curriculum while formulating a firm network with Japanese students through studying with them	<ul style="list-style-type: none"> <li>- Graduate School of Urban Innovation is an interdisciplinary graduate school and courses are taught by professors specialized in civil engineering, architecture and social sciences &amp; humanities. JDS Fellows can learn not only their specialties but also other fields of study.</li> <li>- Although lectures, studio and seminars are conducted in English, Japanese students and international students join them together. Through this co-education, JDS fellows can establish strong ties with Japanese students who are expected to become leading engineers and/or planners.</li> </ul>
Obtain the pragmatic knowledge through practical education in studio	<ul style="list-style-type: none"> <li>- By implementing studio-style education, involved with around ten students and professors engaged in one specific project theme collaboratively, JDS fellows can cultivate the wide range of the cogitative faculty, analytical and practical ability.</li> </ul>
Attain the high educational impact through implementing Special Program based on needs of respective JDS Fellows.	<ul style="list-style-type: none"> <li>- Conduct field trips more than ten times a year to visit urban development site all over Japan as well as having an in-person interview with persons in charge.</li> <li>- The following activities will be provided under the Special Program depending on JDS fellows' needs: Technical tour both in Japan and overseas, special lectures by engineers and planners in government sectors and private sectors, attendance at related academic conferences, academic writing/presentation class taught in English, basic statistic class in English with GIS training, English proofreading on master's thesis and etc.</li> </ul>
2) After return	
Establish a local network in the Philippines	<ul style="list-style-type: none"> <li>- Participate in reunion of the university's graduates in the country and contribute to enhance a local network</li> </ul>

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

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

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

1 batch     2 Fellows × 4 years = 8 fellows

From the year 2023 (Until 2025) : 2 Fellows, From the year 2024 (Until 2026) : 2 Fellows

From the year 2025 (Until 2027) : 2 Fellows, From the year 2026 (Until 2028) : 2 Fellows

#### **(7) Inputs from the Philippines 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 the Philippines
- 2) Age: Between 22 and 39 as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Possess a Bachelor Degree relevant to the target fields
  - Relevant academic/research career or working experience can be considered as the alternative to meet the requirement.
- 4) Work Experience:
  - Have permanent status
  - Have at least 2 (two) years of work experience, particularly in work relevant to the selected Component, at the time of application
- 5) Others
  - Have enough English language proficiency
  - Be in good physical and mental conditions
  - Have not been awarded any other foreign scholarships for obtaining a master's degree
  - Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

**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: Republic of the Philippines
2. Target Priority (Sub-Program) Area: Enhancing human security
3. Operating Committee:  
Philippine side: National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Foreign Affairs (DFA)  
Japan side: Embassy of Japan in the Philippines, JICA Philippine Office

**Itemized Table 2-2**

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

**(1) Basic Information**

1. Target Priority (Sub-Program) Area: Enhancing human security
2. Component: Enhancement of Water Resource Management/ Environmental Management/ Natural Environment Management
3. Target Organization: See Design of JDS Project in the Philippines

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

Major cities in the Philippines cannot supply urban housing and infrastructure sufficient for their rapidly increasing populations. As a result, they need to address living environment problems (such as water resources development, development of water supply system, and wastewater and solid waste management) caused by the rapidly increasing populations and urban environment problems (such as air and water pollution) caused by increasing socioeconomic activities. At the same time, they also need to address global environment problems (such as climate change and ocean plastics pollution). The JDS will support the development of human resources that can make and implement policies for solving such problems by learning from previous efforts by Japan and other countries in the environment field.

**(3) Japan's ODA Policy and Achievement (including Republic of the Philippines)**

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

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

The JDS project in the Philippines started dispatching Fellows to Japan in the year of 2003 and dispatched 399 Fellows in total through the 1st to the 15th batch (as of October 2018). Among the 399 Fellows, 358 obtained master's degree and returned to the Philippines (4 are in the field related to this enhancement of water resource management/ environmental management/ natural environment Management). Most of the Fellows have returned to the original workplace for solving development issues through their work.

**【Main Relevant Projects and Training Programs of JICA Philippine Office】**

### Technical Cooperation

-Improvement on Solid Waste Management through Advanced Technology

### Yen Loan

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

### Grant Aid

-Project for the development of waste-to-energy facilities in Davao City

## 2. Cooperation Framework

### (1) Project Objective

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

### (2) Project Design

#### 1) Overall goal

To ensure that the human resource development through the JDS Project will help to improve the institutional capacities of relevant administrative institutions, which are engaged in formulation and implementation of public policies in enhancement of water resource management/ environmental management/ natural environment management.

#### 2) Project purpose

To ensure that government officials, who are engaged in formulation and implementation of public policies in enhancement of water resource management/ environmental management/ natural environment management.

### (3) Verifiable Indicators

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

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

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

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

- University of Tsukuba, Graduate School of Science and Technology

2 Fellows/year, Total 8 Fellows/4 years

### (5) Activity (Example)

#### University of Tsukuba, Graduate School of Science and Technology

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To help incoming Fellows become ready to undertake course works and researches	(1) Based on provided information, JDS Fellows may select their prospective supervisor (finalize after admission). (2) Those Fellows, who wish to study engineering related topics, if the supervisor requests, take instruction about statistics, chemistry data analysis, and others.
During study in Japan	
International seminars and networking with international experts	The SUSTEP Program invites outstanding experts in Japan and overseas to hold international seminars for

	JDS Fellows. In these seminars, Fellows not only listen to lectures but present topics about development issues in the first year. In the second year, the Fellows present about their master's thesis topic. In all these occasions, they receive comments from invited experts. These Fellows also establish their networks with experts so that, after returning to their workplaces, they may be able to use these networks.
Practical skill internship in Japan and overseas on development issue	Considering changing JDS Fellows' needs each year, the SUSTEP Program will organize internships in Japan and other countries. It may organize trips to the Netherlands, Germany, North America, Australia, or/and China to heighten knowledge about environmental conservation, disaster management, flood protection, indigenous peoples' traditional knowledge, waste treatment, and biogas production, among others. These activities will incorporate Fellows' needs as much as possible. These activities also include seminars, in which the Fellows may practice presentations and local interviews to enrich their global visions
On-line learning and information sharing through our JDS website	In the past eight years or so, the SUSTEP Program has managed and improved the original webpages for JDS Fellows. It has provided necessary information for study and created connection with JDS graduates. This site will be further improved to make on-line learning more effective. The Program will also use this website to share the research outcomes of our Fellows with delegating agencies.
Academic writing seminars for JDS Fellows	Since 2014, the SUSTEP has offered academic writing related training. It will continue this effort so that JDS Fellows will learn about how to write theses, reports, and proposals in English.
Office support in English	The SUSTEP Program will hire an office personnel who can support JDS Fellows at office
3) After return	
	<ul style="list-style-type: none"> <li>- The SUSTEP Program will provide post-graduation seminars for JDS graduates.</li> <li>- The Program will conduct post-graduation monitoring among the graduates.</li> <li>- The Program will continue networks with JDS graduates. When its professors visit the Philippines, observe current conditions and provide feedback to the future special program.</li> </ul>

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

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

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

1 batch      2 Fellows × 4 years = 8 Fellows

From the year 2023 (Until 2025) : 2 Fellows, From the year 2024 (Until 2026) : 2 Fellows

From the year 2025 (Until 2027) : 2 Fellows, From the year 2026 (Until 2028) : 2 Fellows

#### **(7) Inputs from the Philippines 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 the Philippines
- 2) Age: Between 22 and 39 as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Possess a Bachelor Degree relevant to the target fields
  - Relevant academic/research career or working experience can be considered as the alternative to meet the requirement.
- 4) Work Experience:
  - Have permanent status
  - Have at least 2 (two) years of work experience, particularly in work relevant to the selected Component, at the time of application
- 5) Others
  - Have enough English language proficiency
  - Be in good physical and mental conditions
  - Have not been awarded any other foreign scholarships for obtaining a master's degree
  - Military personnel registered on the active list or person on alternative military service cannot apply for JDS.



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

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

- |  |
|--|
| <ol style="list-style-type: none"><li>1. Country: Republic of the Philippines</li><li>2. Target Priority (Sub-Program) Area: Enhancing human security</li><li>3. Operating Committee:<br/>Philippine side: National Economic and Development Authority (NEDA), Civil Service Commission (CSC), Department of Foreign Affairs (DFA)<br/>Japan side: Embassy of Japan in the Philippines, JICA Philippine Office</li></ol> |
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**Itemized Table 2-3**

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

**(1) Basic Information**

- |  |
|--|
| <ol style="list-style-type: none"><li>1. Target Priority (Sub-Program) Area: Enhancing human security</li><li>2. Component: Enhancement of Disaster Risk Reduction / Management</li><li>3. Target Organization: See Design of JDS Project in the Philippines</li></ol> |
|--|

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

<p>The Philippines is susceptible to natural disaster risks, such as typhoons, floods, earthquakes, and volcanos. From 2005 to 2014, about 20,000 people either died or went missing in natural disasters, and a total of about 75 million people were affected. The disaster risk of typhoons and floods, which have been major causes of disaster damage, is expected to increase due to climate change. To cope with this natural disaster risk, the Philippine government established the Disaster Reduction and Management Act (RA 10121) in 2010 to reinforce the national system for reducing and managing disaster risks proactively. However, the government is still being called upon to put forth more effort to address remaining issues: (1) regional gaps in the awareness of disaster risk reduction and management and the administrative capacity for formulating and implementing plans, (2) risk assessment of major rivers and structural and non-structural measures for flood control, and (3) measures to manage coastal and earthquake disasters to reduce high tide and tsunami damage. The JDS will support the development of human resources that can make and implement policies in the field of disaster management with the technology and knowledge of Japan, a country that is at risk from natural disasters like the Philippines and has made efforts to cope with them.</p>
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**(3) Japan's ODA Policy and Achievement (including Republic of the Philippines)**

<p>According to the Country Assistance Policy for the Republic of the Philippines revised in April 2018, "implementation of the cooperation to realize a stronger foundation for inclusive growth, a high-trust and resilient society, and a globally-competitive economy" is given as the basic assistance policy (main target). Among the development issues and each cooperation programs, "securing human security for inclusive growth" is set one of the priority areas, and "disaster risk management and mitigation" is set as a development issue for under the target priority area.</p>
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<p>Considering that the Philippines is prone to natural disasters, it should be equipped with adaptation capacities to various forms of hazards and risks like flooding, earthquakes, tsunamis, volcanic disasters etc. Japan will actively develop a programme to help the Philippine government, at both central and local level including Mindanao, capacitate and take measures in both soft and hard aspects against these disasters by introducing Japanese technologies and experiences.</p>
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<p>In order to comply with the current situation of the Philippines, it is expected develop such human resources who can make comprehensive policy on disaster prevention, or/and with expertise</p>
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knowledge on each disaster, by complementing grant aid cooperation and technical cooperation which JICA has been implementing so far.

The JDS project in the Philippines started dispatching Fellows to Japan in the year of 2003 and dispatched 399 Fellows in total through the 1st to the 19th batch (as of October 2021). Among the 399 Fellows, 358 obtained master's degree and returned to the Philippines (10 are in the field related to disaster risk reduction and management). Most of the Fellows have returned to the original workplace for solving development issues through their work.

#### 【Main Relevant Projects and Training Programs of JICA Philippine Office】

##### Technical Cooperation

- Project for Strengthening Capacity of Integrated Data Management of Flood Forecasting and Warning
- Project for Capacity Development of Volcano, Earthquake and Tsunami Monitoring, Warning, and Information Dissemination
- Disaster Risk Management (Individual Expert)
- Integrated River Improvement and Management (Individual Expert)

##### Yen Loan

- Projects for Flood Risk Management

## 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 Philippines.

### (2) Project Design

#### 1) Overall goal

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

#### 2) Project purpose

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

### (3) Verifiable Indicators

1) Ratio of JDS 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 Fellows.

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

- Nagoya University, Graduate School of Environmental Studies (in cooperation with the GS of Engineering)

2 fellows/year, Total 8 fellows/4 years

### (5) Activity (Example)

**Nagoya University, Graduate School of Environmental Studies**

Target	Contents/ Programs to achieve target
1) During study in Japan	
Develop “T-shaped” human resource with a wide range of perspectives and deep expertise	<p>The program is based on the “T-shaped” human resource development policy which enables JDS Fellows to obtain extensive knowledge and experience while acquiring more than one specialized field with deep expertise.</p> <p>They receive intensive instructions by academic advisors specialized in civil and environmental engineering. In addition, the program consists of a comprehensive curriculum through which the Fellows will be able to propose and implement concrete solutions toward problems by utilizing a wide perspective on climate change, water and waste management learned through pursuing the program.</p>
Gain basic knowledge and skills required as a leader	<p>In order to become a leading policymaker, it is essential to achieve international communication skills and comprehend a fundamental concept of urban infrastructure development as well as environment issues in a broad context. The courses such as “English Communication in Environmental Issues”, “Sustainability and Environmental Studies” and “Development Theory of Developing Countries” provide essential knowledge and skills to attain the above-mentioned target.</p>
Learn advanced technology and knowledge applicable to developing countries through research oriented-internships	<p>For the purpose of exploring a way to apply the acquired knowledge as problem-solving skills that can be utilized in developing countries, research-oriented internships held by private companies and international organizations located in the Nagoya-Chubu region and/or overseas site can be implemented.</p>
Achieve practical knowledge and insights	<p>The following two programs are provided as Common Programs for obtaining practical knowledge and insights;</p> <ol style="list-style-type: none"> <li>1) Domestic study tours</li> <li>2) Overseas study tours</li> </ol> <p>Considering the major of each student, the following specialized programs are optionally given;</p> <ol style="list-style-type: none"> <li>3) GEOASIA Program (Only for those majoring in geotechnical engineering)</li> </ol> <p>N2U-BRIDGE Program (Training of maintenance and management of bridges)</p>

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

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

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

1 batch      2 Fellows × 4 years = 8 Fellows

From the year 2023 (Until 2025) : 2 Fellows, From the year 2024 (Until 2026) : 2 Fellows

From the year 2025 (Until 2027) : 2 Fellows, From the year 2026 (Until 2028) : 2 Fellows

#### **(7) Inputs from the Philippines 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 the Philippines
- 2) Age: Between 22 and 39 as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Possess a Bachelor Degree relevant to the target fields
  - Relevant academic/research career or working experience can be considered as the alternative to meet the requirement.
- 4) Work Experience:
  - Have permanent status
  - Have at least 2 (two) years of work experience, particularly in work relevant to the selected Component, at the time of application
- 5) Others
  - Have enough English language proficiency
  - Be in good physical and mental conditions
  - Have not been awarded any other foreign scholarships for obtaining a master's degree
  - Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

## **Meeting Memo with the Department of Interior and Local Government (DILG)**

Date: November 12 <sup>th</sup> , 2021 (Fri.)	<b>Agenda: Introduction and Interview for the JDS Program</b>	
Venue: Zoom	Attendees:	
	<b>DILG:</b> Ms Hilda F. Gaurino, Chief Ms Michelle Negrido, AO V Mr Albino Tolentino, AO V Ms Imelda A. Grivas, ADAS II	<b>JICE:</b> Mr Takayuki Sakurai, Deputy Director Dr Masatoshi Hara, Country Officer and Project Manager Ms Martha Parreñas, Local Consultant

### **Over-all Feedback from DILG:**

- Selection process of JDS is disseminated and followed based on the requirements of JICE, however can pause difficulty on the overloaded work of the staff, age limit of the JDS program, medical requirements for the nominee and very close deadline to secure /submit the needed requirements
- All program component are needed by DILG except for Capacity Development for Infrastructure Improvement and Development
- Studying abroad/scholarship and having a Masters/PhD degree is a requirement of the agency for the staff to be promoted to the management level starting from Division Chief level
- JDS graduates/fellows in DILG (e.g: Asec Cruz) was promoted to his present position, though he really came from a rank-and-file position
- PhD degree might be needed in DILG, while still not in demand in DILG, unlike Masters degree.
- PhD degree is an advantage to the staff especially when he/she retires or left the agency by continuing his/her career by teaching at the universities
- Three (3) years for PhD is a long time for the agency to discharge its staff to study abroad because the agency needs these people especially in the field and DILG being the oversight agency of the Office of the President has a tedious job
- DILG really wanted to avail the courses for its managerial level positions because DILG is now moving towards the full implementation of decentralization (reference: EO 138, signed by President Duterte in June 2020 “Devolution Transition Plan.” DILG has to lead the LGUs to respond to the needs of the “Devolution Transition Plan.”
- Several returned fellows who made some outcomes of their studies relevant to policies in provinces, despite the specific names to be unidentified.

**Comments/Suggestions/Requests**

- DILG requests to increase the age limit qualifications
- DILG requests if JICE can share their list of DILG JDS fellows to confirm with their data

-End-

## **Meeting Memo with the Department of Budget and Management (DBM)**

Date: 15 November 2021/Monday 10:30-11:00	Agenda: Introduction and Interview for the JDS Program	
Venue: Zoom	Attendees:	
	DBM AS-Human Resource Development Division: Ms Andrea Celene Magtalas, Director Ms Beth Matias Ms Joyce Labao Mr JK Tabor Ms Charm Baraoed	JICE Mr Takayuki Sakurai, Deputy Director Dr Masatoshi Hara, Country Officer and Project Manager Ms Martha Parreñas, Local Consultant

### **Over-all Feedback from DBM:**

#### **A. Application for JDS**

- 973 permanent staff and more than half is 40 years old and younger (average age of employees is 37)
- DBM has the personnel selection committee handling the selection process
- Internal screening is done from sending of invitation via email (once JICE invitation is received); applications are received and evaluated based on the requirements of JICE; interview is done to select applicants especially based on the benefits of the scholarship program to the scholar as well as the department/agency; the committee will then recommend (main and alternate recommender) the nominee and submit to the head of the agency
- IELTS will be taken by the selected applicant (nominee) as a requirement of the scholarship program because it is not a requirement of DBM to its employees and staff
- The process will take a month from sending email/information dissemination to evaluation and a week for the actual processing of paper evaluation -nomination and approval of the head of the agency
- Since it is still pandemic, opening of borders is taken into consideration and there are already staff who will be going to Australia next year
- Some hesitate to go abroad because of the pandemic but there are young leaders who are willing to go but of course it will still depend on the screening process

#### **B. Advantages of studying abroad (including JDS)**

- National and international scholarships: it counts the same. Now shifting to human resource competency and for scholars coming abroad they have confidence and openness to look at things continually. They are exposed to best practices abroad. Developing policy makers beyond the local arena.
- The superiors expect more from those scholars. An investment in the development of the organization.

- Rafael Guerrero as JDS
- Relatively same although JDS requires 2 years as a must and no lower than 2 years but for others, like Australia it is 1-1.5 years
- Re-entry action plan is a must. A term paper or a thesis for JDS (Australia is a plan).
- Australia Awards- a partner of DBM thus DBM is a target agency (target slots) for the program. It is not an open category thus less competitive. This scholarship is most popular in DBM. Offers Master degree. More focus on the re-entry action plan of the scholar.
- KOICA- 1 staff/scholar in Korea right now in Korea. Offers Masters degree.
- Other invites for short courses:
  - Kenny School of Governance
  - Indian Technical and Economic Cooperation (short program for a month, 4 staff sent)
  - Asian Productivity Organization on Public Sector productivity
  - Singapore Cooperation program on transparency, good governance and public governance
- Local scholarship in Development Academy of the Philippines (DAP)

### **C. PhD Program**

- DBM cannot let go of the staff for 3 years
- DBM may not be a market. Maybe agencies focused on policy development and research agencies can avail.
- Cannot consider PhD yet, only Masters
- Ph.D. program is no longer necessary

### **Comments/Suggestions/Requests**

- None
- Other specific answers to the questions are written in the 6 pages questionnaire



## Meeting Memo with the Philippine Coast Guard (PCG)

Date: 15 November 2021/Monday 13:00-13:40	Agenda: Introduction and Interview for the JDS Program	
Venue: Zoom	Attendees:	
	PCG Coastguard Staff for Education and Training, CG 12: Capt Lejanie T Dy, Deputy Chief	JICE Mr Takayuki Sakurai, Deputy Director Dr Masatoshi Hara, Country Officer and Project Manager Ms Martha Parreñas, Local Consultant

### Over-all Feedback from PCG:

#### A. Application for JDS

- 111 permanent staff due to take Masters and JDs is considered
- Selection process is about 120 days: Committee of Officers is handling the selection; they convene and select through the Coast Guard criteria like seniority, courses needed, unit assignment. The Education and Training Committee are the ones approving the nominees and will recommend to the Commandant. Then travel requirements will be processed. After PCG it will be submitted to DOTr (as the mother agency of PCG).
- The difficulty of encouraging the staff for scholarships abroad including JDS includes: language test because it costs around Php10,000.00 and the applicant will shoulder his/her expenses. (JICE: Cost for pre-departure orientation is covered by JDS)

#### B. Advantages of studying abroad (including JDS)

- Exposure and learning the culture of other nationalities, meet friends and expand networks all over the world, Japan has good allowance to the scholars, can give the scholar a dignified degree holder, can gain promotion
- If the staff has completed his/her Masters degree, he/she will automatically promoted as Captain

#### C. Courses and Other donors scholarships

- PCG will need scholarship for the disaster risk reduction and management courses
- Mostly for bilateral agreement: KOICA, Australia Awards, USAID, Sweden, UK, Taiwan

### Comments/Suggestions/Requests

- Medical courses field scholarships
- Ph.D. program is no longer necessary for the agency. Master's degree is important.

## **Meeting Memo with the Department of Trade and Industry (DTI)**

Date: 15 November 2021/Monday 14:00-14:40	Agenda: Introduction and Interview for the JDS Program	
Venue: Zoom	Attendees:	
	DTI Human Resource and Administrative Service: Ms Hedy Alcanices, Chief Ms Marie M Trinidad Francisco, Administrative Officer IV	JICE Mr Takayuki Sakurai, Deputy Director Dr Masatoshi Hara, Country Officer and Project Manager Ms Martha Parreñas, Local Consultant

### **Over-all Feedback from DTI:**

#### **A. Application for JDS**

- 2000 human resources nationwide
- The selection process is handled by the External Scholarship and Training Committee based on the guidelines (EO by former President Aquino)
- The applicant should make up an Economic Development Plan

#### **B. Advantages of studying abroad (including JDS)**

- Because of the pandemic, the scholarship invites has slowed down but DTI welcomes again invite from JDS
- Scholars and DTI have benefited from the scholarship abroad because of the technical know how they have learned during their study abroad
- For JDS, the program is lucrative, there are a lot of provisions, as one of the best scholarship program, and the courses are very relative to DTI

#### **C. Challenges/Difficulties**

- The process of submitting the proposal. It usually takes time. The accepting university is very keen on the methodology, outcome etc
- How to return the investment after studying abroad. Returned scholar can be transferred in another department after her study

#### **D. JDS Graduates**

- There is a post study requirement: Like Ms Ester a returned JDS, she is making an Action Plan and will conduct a seminar to share with her colleagues what she learned
- Scholarship is now customized by addressing the gaps of the agency
- Like in the regions, since they need to have a waste management project, the JDS scholar made an Action Plan on processing of waste, which was learned during his/her study

**E. PhD**

- Not in demand as Masters
- Ph.D. program is no longer needed for DTI as of now.

**F. Courses and Other donors scholarships**

- KOICA, Australia

**Comments/Suggestions/Requests**

- DTI encourage JDS to have the PhD degree because the Commission on Higher Education (CHED), will not let go of the PhD

## **Meeting Memo with the Department of Foreign Affairs (DFA)**

Date: 15 November 2021/Monday 15:00-15:30	Agenda: Introduction and Interview for the JDS Program	
Venue: Zoom	Attendees:	
	DFA Learning and Development (L&D) Section: Ms April Casquejo, Supervising Officer for L&D Ms Nathalie Fajardo and Mr Haniel Alvarez (Scholarships desk)  Foreign Service Institute's Language Program Section: Ms Eivette Carmen P. Lagman, Section Head Ms Jayde DV. Basal Ms Alexis R. Barcala Ms Chryza DG. Sanchez	JICE Mr Takayuki Sakurai, Deputy Director Dr Masatoshi Hara, Country Officer and Project Manager Ms Martha Parreñas, Local Consultant

### **Over-all Feedback from DFA:**

#### **A. Application for JDS**

- 500 officers are qualified for the scholarship program
- Selection process: (1) for long term scholarship, the Scholarship Committee endorses if the agency can join the program. The committee endorses it to the Foreign Service Institute's Language Program Section for the selection and nomination. Processing will take 2-3 weeks (2) for short term scholarship: applicants can file to the Learning and Development (L&D) Section. Processing will take 1-2 weeks only

#### **B. Advantages of Studying Abroad**

- More attractive to applicants especially because it is on site. The learning will be effective because of studying together with other nationalities and new environment

#### **C. Challenges/Difficulties**

- Time constraint
- There is no problem on the invites because staff are interested and willing to learn new things
- The age limit of 40 years old, it should be higher

#### **D. JDS Graduates**

- DFA has sent nominees 10 years ago. One of the graduates had an opportunity to work for Philippine Embassy in Tokyo.
- JDS returned scholar has used their learning from the program

#### **E. PhD**

- Priority areas like maritime security courses, international relations courses
- Will be happy to send scholars for PhD as long as relevant to the agency
- So far, mostly Masters are needed, but PhD is not necessary

#### **F. Courses and Other donors scholarships**

- Public Administration and Disaster Risk Reduction courses
- Cannot disclose other donors

#### **Comments/Suggestions/Requests**

- The return of service of the scholar with a particular time. It is always good that there is a re-entry plan or action project to benefit the agency. The scholar has an obligation of applying what he/she learned

## **Meeting Memo with the Development Bank of the Philippines (DBP)**

Date: 15 November 2021/Monday 16:00-16:40	Agenda: Introduction and Interview for the JDS Program	
Venue: Zoom	Attendees:	
	DBP LDD Career Development Specialists: Mr Enzo Montano, Manager Mr Mic Cabauatan, Assistant Manager	JICE Mr Takayuki Sakurai, Deputy Director Dr Masatoshi Hara, Country Officer and Project Manager Ms Martha Parreñas, Local Consultant

### **Over-all Feedback from DBP:**

#### **A. Application for JDS**

- Around 1600 staff are below 39 years old and 179 has no Masters degree and can join JDS
- All staff of DBP nationwide is 3400
- Selection process: The Personnel Development Committee evaluates the applications. This will take a month to include sourcing of potential candidate, nomination and securing of papers

#### **B. Advantages of Studying Abroad (including JDS)**

- Can keep up with the emerging trends and technology lacking in local universities
- Scholars can bring back and develop the agency's situation
- The idea of internationalization for the agency's improvement
- Foreign scholarships can teach new innovations that can promote better performance of the scholar
- For JDS, it is preferred because Japan is near to the Philippines and the discussion is localized for Asia. Japan being the major player in the Philippines and Asia

#### **C. Challenges/Difficulties**

- The age limit of 40 years old, it should be higher because there are staff above 40 years old who are very willing to take the Masters degree

#### **D. JDS Graduates**

- All returned fellows are on the implementation stage of their re-entry plan
- Some do not handle account of foreign projects now
- There is no opportunity to join the Japan related projects
- Lending office has no assigned JDS fellow

- The JDS graduate was once a cahier and now become a supervisor after finishing the course. There is a promotion in the position

#### **E. PhD**

- Masters degree is a qualification standard in DBP but can explore PhD.
- Ph.D. is attractive but not necessary. Also, 3 years for PhD is very long. 2 years is better, so DBP needs only Master's degree

#### **Comments/Suggestions/Requests**

- To submit the 6 pages questionnaire in a little while because data are still compiled with other offices

## **Meeting Memo with the Department of Finance (DOF)**

Date: 17 November 2021/ Wednesday 14:00-14:40	Agenda: Introduction and Interview for the JDS Program	
Venue: Zoom	Attendees:	
	DOF Human Resource Management and Development Division: Mr Alvin P Diaz, Director IV, Central Administration Office Ms Maria Carmela P Romerosa, Chief Administrative Officer Rosemary Abelgas, Administrative Officer V	JICE Mr Takayuki Sakurai, Deputy Director Dr Masatoshi Hara, Country Officer and Project Manager Ms Martha Parreñas, Local Consultant

### **Over-all Feedback from DOF:**

#### **A. Application for JDS**

- The Professional Career Development Committee (PCDC) is handling the selection process of training and scholarships program of DOF, may it be short or long term study program
- An HR Memorandum is sent to the whole agency via email blast for information to all the units and offices
- From there nomination from each office is received by the HR with a recommendation from each supervisor or the Undersecretary in-charge of the division/office
- The HR evaluates if the nominees meet the basic requirements of the program and the agency
- After that, HR will process and then elevate it to PCDC for approval
- The PCDC assures that the nominee matches the training needs of the agency and also based on the nomination of his/her office
- There are instances where no one applied for a certain training or study program and there are also times when many apply. The agency also informs the donor if there is no nominee for the program
- A comprehensive evaluation is made by the PCDC before it arrives to a certain decision for it is very important, given that the nominee will be the official bearer of the agency

#### **B. Difficulty/Challenges**

- JDS program is a long term study program
  - DOF encourages the lower position because senior positions cannot leave their post for quite a while
  - DOF also encourages single employees to apply



- The requirements are difficult to comply—there is qualifying exam for JDS and the applicant cannot meet
- If technical training programs are being offered by the donor, it is limiting the participation of DOF (DOF has 2 divisions of staffs: (1) technical group (2) non-technical group)

#### **C. Advantages of studying abroad (including JDS)**

- There is a difference of those who study abroad in terms of how they approach the work and delivering the output—there is competency and quality especially in the technical work
- The learning and development skills acquisition is more advance compared to those with none training abroad
- The scholar are more holistic in their perspective—they are open-minded because of their experience mingling with other nationals and institutions
- It is a big advantage for giving the staff exposure outside the Philippines
- The skills of the staff are improved and are beyond the skills that can be acquired locally or via online
- There is a transfer of technology
- Studying abroad gives the staff more opportunity and is very rewarding

#### **D. Courses and Other donors scholarships**

- JICA, KOICA, India, UK (Chevening)
- Courses on governance and leadership

#### **E. PhD Program**

- HRD sees this as an important part of career development
- DOF is appreciative of the JDS but the officials who are willing to apply have difficulty of the 2-3 years program
- 1-2 years PhD program can be fine
- PhD program is promoted as a learning and development track for officials
- Masters degree is prioritized

#### **F. JDS Graduates**

- No fellow yet for JDS, 1 fellow is now in Japan

#### **Comments/Suggestions/Requests**

- There should be an expanding type of scholarship like certification courses on governance and leadership for executives, short courses like a month or less to enhance leadership skills
- Executives come and go and public service has to continue sharpening the skills of the staff thus all trainings and interventions are needed

#### **Next Steps**

- JICE will contact DOF again in the 1<sup>st</sup> quarter of 2022

## **Meeting Memo with the Department of Transportation and Railways (DOTr)**

Date: 24 November 2021/Wednesday 10:00-10:45	Agenda: Introduction and Interview for the JDS Program	
Venue: Zoom	Attendees:	
	DOTr Administrative Service: Atty. Jer B. Samson, Director for Administrative Service  Human Resource Development Division: Mr. Erwin C. Carbungco, Chief, Human Resource Development Division Ms. Arlene A. Derilo, Human Resource Management Officer III Ms. Mary Grace L. Escoto, Human Resource Management Officer III Mr. Jerome S. Cruz, Human Resource Management Officer III Ms. Daryll Joy D. Malunes, Human Resource Management Officer II	JICE Mr Takayuki Sakurai, Deputy Director Dr Masatoshi Hara, Country Officer and Project Manager Ms Martha Parreñas, Local Consultant

### **Over-all Feedback from DOTr:**

#### **A. Application for JDS**

- There are 206 permanent employees and 50% are 23-39 years old and are qualified to the JDS program
- Employees who were 2 years in permanent position are the ones who can apply for any scholarship program
- The Personnel Development Committee Secretariat is handling the selection and evaluation process of the applicants for scholarships
  - The secretariat selects the target office for the invite
  - The secretariat evaluates the nominees based on donor criteria
  - The nominees should pass the deliberation of the Secretariat before he/she will be nominated by the agency to the scholarship program
- The process of selection will take 2 months

#### **B. Opportunities after studying abroad (including JDS)**

- Studying abroad is a great help for technical expertise learned with other nationalities
- Being a grantee of a scholarship abroad enhances the competencies of the employee

#### **C. JDS Graduates**

- None so far for JDS

#### **D. PhD Program**

- PhD provides sufficient knowledge on the field of work of the employees
- For DOTr, PhD is not a requirement to a higher position, however it is an additional knowledge on their respective field
- There is a low rate of priority for this field
- PhD is for extra knowledge of the employee especially on the personal level
- It is an advantage to have a PhD but not as a way to promotion
- DOTr is mostly looking for Masters

#### **E. Difficulty of the JDS Program**

- There is a difficulty on making the research plans due to time constraint
- Applicants are required with a comprehensive development plan which needs more study and research
- Age limit

#### **F. Target Areas Needed by DOTr**

- Infrastructure and Development
  - This plays a role in achieving the Infrastructure Development in the Philippine Development Plan (PDP, until 2040) and the Build, Build, Build Program of the Government
- Public Administration
  - To provide continuous learning and development to the employees
- Finance and Administration
  - This is to provide socio-economic and development goals of the Philippines
- Even if the Administration will change next year, the plans will remain (based on PDP), maybe only the prioritization of the projects will change

#### **G. Other Donors (and comparison to JDS)**

- KOICA and Australia Awards
- JDS should be an advantage to DOTr since most of the projects of the agency are funded by JICA
- JDS will be very helpful in the planning and project development office for economic stability and growth
- Enhances knowledge on infrastructure projects

#### **Comments/Suggestions/Requests**

- DOTr requests to adjust the age limit
- DOTr is planning to request for a session on developing a research proposal/plan

- DOTr intends to send or apply for JDS next year

#### **Next Steps**

- JICE to share the JDS flyer to DOTr for their advance information of the requirements
- DOTr will discuss if they are going to request JICE for a proposal/plan making session
- Continuous coordination with DOTr for the next activities to be offered by JICE to DOTr and the other agencies
- JICE is open to the idea of doing a session for proposal making which can be conducted in December 2021 or January 2022

## **Meeting Memo with the Department of Environment and Natural Resources (DENR)**

Date: 24 November 2021/Wednesday 14:00-14:45	Agenda: Introduction and Interview for the JDS Program	
Venue: Zoom	Attendees:	
	DENR Mr. Dexter M. Tindoc Chief Administrative Officer, Career Development Division, Human Resource Development Service	JICE Mr Takayuki Sakurai, Deputy Director Dr Masatoshi Hara, Country Officer and Project Manager Ms Martha Parreñas, Local Consultant

### **Over-all Feedback from DENR:**

#### **A. Application for JDS**

- About 24,000 DENR employees nationwide
- More than 2,000 is below 39 years old
- 51 years old and above comprises 50% of the total employees
- DENR does internal screening process: The respective offices select candidates based on the criteria of the scholarship program; the offices will endorse their nominees to the Central Office where final selection and screening is done
- Since JDS is an open competition, DENR is glad to screen more applicants and nominate more than 5 applicants to the JDS program
- The young employees are encouraged to have a Masters degree
- Difficulty: age requirement, service obligation (the scholar has to serve 2 years in the agency)- if they cannot finish the service for 2 years they have to refund their salary during the study including the benefits provided

#### **B. Opportunities after studying abroad (including JDS)**

- International scholarships allow the grantee to focus on his/her study and can finish with flying colors
- Scholarships abroad can increase networks all over the world and grantees can learn from other recipients
- Scholarships build confidence of the grantees
- JDS monitors the scholars and is very important
- Japan has an advancement in technology and innovation
- Japan has a nice culture
- Comparing the scholarships abroad and local scholarships: for local scholarship it is a blended learning (work and study); grantees cannot complete their thesis most of the time

### **C. JDS Graduates**

- DENR has 10 recipients of JDS as of 2018
- After coming back to the Philippines, the scholars are invited to present their papers (thesis and dissertation)
- They will submit re-entry action plan in their respective offices
- Graduates are given preference for promotions and assigned to manage and supervise critical projects
- Examples of JDS good practices: Mr Patrick Cristobal from Environmental Management Bureau (EMB) who returned last September, is now given a higher responsibility. The projects assigned to him are related to his thesis. He is looked up and identified as expert in his field. He is now the point person for the Nuclear Power Plant in Bataan

### **D. PhD Program**

- DENR only requires Masters for its employees
- Often, the employees avail scholarships for Masters program only both for local and international
- DENR is highly technical and some bureaus request for a PhD program
- (JICE: may abolish the PhD program since it is not a requirement; will review the age consideration)

### **E. Target Areas Needed by DENR**

- Financial Administration
- Public Administration
- Environmental Management/Natural Environment Management
- Disaster Risk Reduction/Management
- These fields are part of DENR policy especially for the bureaus like Mines and Geoscience, and pertinent to the mandate covering the Land Use, Geo-Hazard and Climate Change

### **F. Other Donors (and comparison to JDS)**

- KOICA, Australia Awards, Chevening, Brunei, Netherlands, New Zealand, Fullbright
- For JDS, it is a generous scholarship provider where everything is provided like financial and other needs within the program
- Other scholarships do not provide airfare and financial support is minimal

### **Comments/Suggestions/Requests**

- DENR would like to propose for an internally funded training program on Environment and Natural Resources
- This training will focus on public finance management, human resource and ENR Enforcement (Environmental Laws)
- DENR has a training center in Nueva Ecija called Natural Resources Academy (formerly The RP-Japan Training Center)
- DENR proposes if JICE (JICA) can host this and conduct some short and technical courses

### **Next Steps**

- JICE to discuss this idea of short courses program with the Japanese Government
- DENR to write a formal letter addressed to JICE Philippines (Dr Masa) about this plan/proposal

## **Interview Memo with the Philippine Institute for Development Studies (PIDS)**

Date: 24 November 2021/Wednesday	Agenda: Introduction and Interview for the JDS Program	
Venue:N/A	Attendees:	
	PIDS Ms. Ma. Dana Patuar	JICE Mr Takayuki Sakurai, Deputy Director Dr Masatoshi Hara, Country Officer and Project Manager Ms Martha Parreñas, Local Consultant

### **Over-all Feedback from PIDS:**

#### **1. Application for JDS**

1-1. How many permanent staff in your organization are qualified to application for JDS?

There are twelve (12) permanent employees who are qualified to apply for JDS.

1-2. When your organization encourages permanent staff to apply for JDS, how does your organization select the candidates?

In selecting candidates for JDS, the Institute follows the selection criteria provided under the internal guidelines on the Implementation the PIDS Human Resource Development Program. Applicants must meet all the requirements and submit all the necessary documents cited therein.

1-3. Does your organization have any difficulty to encourage permanent staff to apply for JDS?

We think our employees also consider the service obligation required to be rendered upon return from the scholarship. There were also positions that requires master's degree hence, there were employees who already have master's and doctorate degrees upon admission to PIDS.

1-4. Which of the target areas of JDS above does your organization have priorities for human resource development?

Based on PIDS 2020-2025 Research Agenda, the Institute aims to provide human resource intervention related to (a) Enhancement of Industrial Promotion, and (b) Environmental Management, Infrastructure Development in Regional Cities.

#### **2. Advantage of Studying Abroad (including JDS)**

2-1. Is there any aspect that studying abroad is advantageous for career?

Studying abroad provides scholars better opportunity to improve the level of their public service motivation and work engagement due to the (a) expanded technical knowledge for policymaking and institutional building, and (b) wider human network offered by/attached to the program.



2-2. What does your organization think are advantages of JDS project compared with other scholarship programs?

The goal of the project in preparing its scholars to become contributors to the socio-economic development of their country is directly aligned to the Institute's main mandate of providing long term policy-oriented research.

2-3. Are there any needs for JDS Ph.D program in your organization?

The Institute has twenty (20) positions (Vice President, Fellow II and Fellow I) which require Ph.D. as minimum educational requirement. However, all the incumbents of these positions already have Ph.D.

2-4. What are Ph.D. holders' advantageous opportunities in your organization (such as promotion to higher management position)

Ph.D. graduates of the Institute will be able to advance their career as a Research Fellow. The said position will be able to lead in the planning, conceptualization, and implementation of research programs. He/She also serves as technical consultant or resource person to the Institute and to other stakeholders of the Institute (i.e. legislative body, academe, other government agencies).

2-5. In case there is little needs for Ph.D. program in your organization, what are the main reasons?

This may only happen if all authorized number of positions which require Ph.D. is filled. PIDS employees are still encouraged to take further studies for promotion opportunities and career advancement, while we have no employees to apply for Ph.D. as of now. So, there is no need for the Ph.D. program.

### **3. JDS Graduates**

3-1. How has your organization utilized JDS graduates or how does your organization would like to utilize JDS graduates?

With their expanded knowledge and exposure to different countries' experiences through lectures and interactions with other fellows, the Institute may offer the grantee to take bigger roles and perform more challenging tasks that will allow him/her to utilize the fresh learnings gained from the program.

3-2. Does your organization have any examples of good practice by JDS graduates including being engaged in any project or assignment related to Japan?

Dr. Francis Mark A. Quimba, a JDS Project grantee, is currently working with Japan International Cooperation Center on coming up with a compilation of JDS scholars' thesis summary with Dr. Hara in JICE. He also participated in the Japan International Cooperation Agency (JICA) and the Department of Trade and Industry project on automotive industries.