

Democratic Republic of Timor-Leste  
National Institute of Public Administration (INAP)

**Preparatory Survey  
on the Project for Human Resource  
Development Scholarship  
in the Democratic Republic of  
Timor-Leste**

**Final Report**

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**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, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (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 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.

The Democratic Republic of Timor-Leste (hereinafter referred to as “Timor Leste”) has been one of the target countries since 2017, with 24 JDS Fellows dispatched to Japan. 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 Timor Leste, relevant JICA programs, etc. in the formulation of the project based upon the needs of the government of Timor Leste.

### Objectives of the Survey

The main objectives of the survey are as follows:

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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.

- To analyze current situation in Timor Leste 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 Timor Leste has been conducted in December 2021.

- December 2021: Field survey
  - (1) Setting priority areas (Sub-Programs) and development issues (Components) in accordance with Japanese government's economic cooperation policy for Timor Leste and development needs of Timor Leste
  - (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 purpose is to support the training of core administrative officers to tackle the development issues of Timor Leste and the strengthening of administrative functions toward the country's accession to ASEAN.

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

JDS priority areas of assistance (Sub-program)	JDS Development issues (Component)	University	Graduate school	Number of people
1. Improving Administrative Ability and Institution Building	1-1. Improvement of Public Administration and Legal System	<u>Hiroshima University</u>	<u>Graduate School of Humanities and Social Sciences</u>	2
	1-2. Improvement of service delivery	International University of Japan	Graduate School of International Relations	2
<u>2. Promotion of Industrial Policy</u>		<u>Gifu University</u>	<u>Graduate School of Natural Science and Technology</u>	<u>1</u>
<u>3. Promotion of Environmental Policy and Natural Resource Management</u>		<u>Hiroshima University</u>	<u>Graduate School of Advanced Science and Engineering</u>	2

Note: Field, universities and number of slots changed from the current phase are in underlined bold letters.

## (2) Target Organizations

As in the current phase, an agreement was reached to target civil servants from all ministries with the aim of having many excellent civil servants apply. In addition, as teaching staff of two national universities (National University of Timor Leste and Betano Institute of Technology) has been targeted in the current phase, the same measures will be taken in the next phase. In addition, from the third batch of the current phase, regular employees of four government agencies under the ministries have been added to the target organizations, and in this survey, it was decided to add five more government agencies to the target organizations (details are described in "Chapter 2 Contents of the JDS Project").

## (3) Ph.D. Program

From the next phase, the Japanese side proposed to accept up to one JDS Fellows in the doctoral course each year separately from the JDS Fellows in the master's course, and the Timor Leste side agreed. In establishing the doctoral program, the Operating Committee members of the Timor Leste side requested to prioritize the faculty members of the National University of Timor Leste and Betano Institute of Technology as they have career path to promote to ministers and deputy ministers. However, in view of the purpose of JDS, it is important to target administrative officers as the main target, so detailed recruitment requirements are scheduled to be decided by the 1st Operating Committee in 2022.

## (4) The Operating Committee

The Operating Committee consisted of five members from organizations of Timor-Leste (INAP, Civil Service Commission, Ministry of Higher Education, Science and Culture) and two Japanese organizations (Embassy of Japan in Timor-Leste and the JICA Timor-Leste office) at the beginning of the current phase. However, from the fourth year of the current phase, it was agreed that two members from Timor-Leste side (Ministry of Foreign Affairs and Cooperation, Human Capital Development Fund) would newly join the Operating Committee (details are described in "Chapter 2 Contents of the JDS Project").

### JDS Timor Leste Operating Committee Members

Country	Role	Member
Timor-Leste	Co-Chair	National Institute of Public Administration,
	Member	Civil Service Commission(CSC)
	Member	Ministry of Higher Education, Science and Culture (MHESC)
	<b><u>Member</u></b>	<b><u>Ministry of Foreign Affairs and Cooperation (MNEC)</u></b>
	<b><u>Member</u></b>	<b><u>Human Capital Development Fund (FDCH)</u></b>
Japan	Co-Chair	JICA Timor-Leste Office
	Member	Embassy of Japan in Timor-Leste

Note: New Operating Committee members are in underlined bold letters.

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

It was analyzed to what degree JDS Timor Leste is consistent with or relevant to Timor Leste's development plans. The target priority areas for the next phase of the JDS correspond to some of the issues raised in the Strategic Development Plan (hereinafter referred to as "SDP<sup>2</sup>"). Accordingly, the JDS is deemed to help achieve these policies.

In addition, Japan's official development assistance policy for Timor Leste defines its overall goal as "Support for Sustainable Development of the National Development". Under the overall goal, three specific types of assistance are set: (i) Development of the Economic/Social Infrastructure; (ii) Promotion of industrial diversification; and (iii) Dissemination and Expansion of Social Services. The JDS Timor Leste--which is designed to develop the core human resources of the country's competent government offices in their respective fields in order to address the identified issues--is consistent with Japan's ODA policy for Timor Leste.

As discussed above, JDS Timor Leste is an initiative that helps the country achieve the goals of SDP, since it is designed to develop human resources for state building in Timor Leste. It is also significantly consistent with Japan's assistance policies for Timor Leste; it complements technical cooperation, ODA loans, and other modalities in the cooperation programs for Timor Leste for greater synergy.

## **2. Recommendations**

Issues and recommendations obtained in this survey are as follows.

### **(1) Summary of programs with a focus on diplomatic effects and strengthening bilateral relations**

With the current environment surrounding ODA, there is a need for programs that also focus on Japan's interests in addition to supporting resolution of development challenges in the recipient country. Some of the main topics discussed in recent VIP visits between Japan and Timor-Leste are support from Japan for Timor-Leste ASEAN membership and the achievement of a Free and Open Indo-Pacific. JDS accepts many Fellows from Southeast Asian countries, and it will be beneficial to build personal connections with future executive candidates in each country through JDS for the efforts to join ASEAN.

It is also essential to implement some activities to make JDS Fellows have a favorable feeling for Japan during their stay in Japan. Furthermore, it is necessary to continue follow-up after they return to Timor Leste to strengthen relations with Japan. The expected activities can be as follows.

- 1) Efforts for JDS Fellows during their stay in Japan

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<sup>2</sup> Strategic Development Plan (SDP) <http://timor-leste.gov.tl/wp-content/uploads/2011/07/Timor-Leste-Strategic-Plan-2011-20301.pdf>

### Providing value-added programs

From the perspective of improving the abilities of JDS Fellows, building human relationships that form the basis of good bilateral relations, and differentiating JDS Project from other scholarships, is important to not only to provide JDS Fellows study at the host university but also provide them with other value added program during their stay in Japan. Currently, JDS is providing training opportunities for JDS Fellows, such as the exchange meetings with Japanese government officers, and the special program by JICA. It is desirable to continue to provide such value-added programs unique to Japan.

### Support for acquiring Japanese proficiency

Unlike English, Japanese is a language that is widespread only in Japan, and JDS Fellows who have mastered Japanese will become the only important human resources in Japan and will contribute to strengthening bilateral relations after returning to Timor Leste. It is effective to add a program to learn Japanese before or during study abroad to promote understanding of Japanese culture.

#### 2) Follow-up after returning to Timor Leste

There is a high level of interest among organizations involved with JDS in following up on the JDS Returned Fellows. It is possible to provide follow-up in cooperation with organizations involved in JDS to deepen ties with each of the JDS Returned Fellows. A follow-up plan that takes into consideration the characteristics of Timor-Leste is shown below.

### Cooperation with the JDS Project

The first proposal is the implementation of follow-up by involving JDS returned fellows in the JDS Project to thinking about JDS together. As an example of the aforementioned initiative, during the JDS application period, Returned Fellows will be encouraged to apply for JDS, such as explaining how they are studying in Japan and holding discussion meetings with participants. When university faculty members visit Timor Leste, they hold discussion meetings with JDS Returned Fellows, and this is an initiative to encourage Returned Fellows to actively participate in the main project. By considering the effective implementation of the JDS main project together with the Returned Fellows in this way, it is possible to make the JDS Returned Fellows recognize that they are JDS key players.

### Collaboration with other Japan's scholarship programs

The second proposal is to have not only JDS returned fellows but also all other people who have participated in study-in-Japan programs participate in follow-up activities to encourage a sense of community among all people who have formerly studied in Japan. Currently, the number of JDS returned fellows is low, and it is possible to provide close follow-up for each person, but the effects of forming a network through follow-up activities are limited. Therefore, it is necessary to

encourage JDS returned fellows to have a sense of camaraderie with other people at their workplaces who have studied in Japan such as former JICA long-term trainees.

Through these follow-up activities, it will be possible to continue the network between Japan and JDS Returned Fellows, and to develop and utilize them as human resources that will contribute to the strengthening of bilateral relations.

## **(2) Other issues / recommendations**

### **1) Support to improve English and math skills**

In Timor-Leste, JDS receives applications for more than five times the quota every year, but few candidates make it to the end (comprehensive interview). One reason is the low mean score of candidates on the English and math exams at the 1st selection. During the current phase, to retain candidates until the final selection round, candidates are given English training during the selection process and activities are held to increase the basic academic skills of candidates. In the next phase, it is important to expect the Timor Leste side to develop human resources for civil servants, and to confirm the status of consideration of the efforts to improve the basic academic ability of candidates.

### **2) Utilization of digital tools**

In order to solve the problems that were difficult with the conventional approach under the influence of the new corona infection, JDS have been promoting the implementation of work by utilizing digital technology. When implementing the JDS Project from August 2022, while taking advantage of the conventional face-to-face method, it is also important to fully utilize these digital tools and acquire and analyze data. This hybrid method makes it possible to propose more effective ways for acquiring applicants, build more detailed communication methods with JDS Fellows, and plan exchange events with government officials, which makes it possible for JDS Fellows to be satisfied. It is expected that efforts will be made to increase the added value of JDS.

### **3) 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.

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## LIST OF ABBREVIATIONS

Abbreviation	Description
ASEAN	Association of South-East Asian Nations
AACTL	Civil Aviation Authority of Timor-Leste
ADB	Asian Development Bank
ADN	National Development Agency
ANE	National Authority for Electricity
ANAS	National Authority for Water and Sanitation Public Institute
ANATL	Air Navigation of Timor-Leste
APORTIL	Autoridade Portuária Timor-Leste
BTL	Bee Timor-Leste
CAC	Commission of Anti-Corruption
CBNRM	Community-Based Natural Resource Management
CEDAW	Committee on the Elimination of Discrimination against Women
CNRT	National Congress for Timorese Reconstruction
CPLP	Community of Portuguese Language Countries
CSC	Civil Service Commission
DIT	Dili Institute of Technology
EDTL	Electricidade de Timor-Leste
E/N	Exchange of Notes
EP	Public Enterprise
FDCH (HCDF)	Human Capital Development Fund
FY	Fiscal Year
G/A	Grant Agreement
GCR	General Career Regime
GNI	Gross National Income
GSI	General State Inspectorate
IBRD	International Bank for Reconstruction and Development
ICFP	Catholic Institute of Teacher Training
ICR	Instituto Cristão Religiosa
IDA	International Development Association
IELTS	International English Language Testing System
IMF	International Monetary Fund
INAP	National Institute of Public Administration
IOB	Institute of Business
IP	Public Institute
IPB	Institute of Politechnic Betano
IPDC	Professional Institute of Canossa
IPG	Institute of Petroleum and Geology
ISC	Superior Institute of Cristal
JASSO	Japan Student Services Organization
JDS	Project for Human Resource Development Scholarship
JENESYS	Japan-East Asia Network of Exchange for Students and Youths
JICA	Japan International Cooperation Agency

JICA-DSP	JICA Development Studies Program
JICE	Japan International Cooperation Center
JJ/WBGSP	Joint Japan/ World Bank Graduate Scholarship Program
JISPA	Japan-IMF Scholarship Program for Asia
JLPT	Japanese-Language Proficiency Test
JSPS	Japan Society for the Promotion of Science
KOICA	Korea International Cooperation Agency
LNG	Liquefied Natural Gas
M/D	Minutes of Discussions
MEXT	Ministry of Education, Culture, Sports, Science and Technology
MNEC	Ministry of Foreign Affairs and Cooperation
MHESC	Ministry of Higher Education, Science and Culture
MOFA	Ministry of Foreign Affairs
ODA	Official Development Assistance
PCIC	Scientific Police of Criminal Investigation
SAMES	Autonomous Service Medicines and Health Equipment
SCR	Special Career Regime
SDGs	Sustainable Development Goals
SDP	Strategic Development Plan
SNS	Social Networking Services
TJAA	Timorese JICA Alumni Association
TOEFL	Test of English as a Foreign Language
UNAMET	United Nations Mission in Timor-Leste
UNDIL	University of Dili
UNITAL	Oriental University of Timor Leste
UNMIT	United Nations Integrated Mission in Timor-Leste
UNTAET	United Nations Transitional Administration in Timor-Leste
UNPAZ	University of Peace
UNTL	National university of Timor Leste
USD	United States Dollar
VIP	Very Important Person
YLP	Young Leaders Program
YMCA	Young Men's Christian Association

# 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 officers and others, who are involved in formulating and implementing the social and economic development plans of the country and are expected to play important roles in the future, shall obtain master’s degrees and Ph.D. degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks.” The project has accepted 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 Timor Leste 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>3</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	25	25	25	20	20	20	19	20	20	20	20	20	22	22	22	22	22	464
3. Cambodia		20	20	20	20	25	25	25	25	24	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	16	17	18	18	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	22	22	22	22	44	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	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	15	17	17	17	17	188
14. Ghana													5	5	5	10	10	10	10	10	13	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>3</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. Socio-Economic Situation and Situation of Higher Education

### (1) Social and Economic Situation<sup>4</sup>

Timor-Leste is a maritime nation in the island of Timor located at the east end of Indonesia. The island of Timor is horizontally long, and Timor-Leste shares a border with Indonesia that owns the west part of the island. While Timor-Leste is surrounded by the sea, 60% of the land is mountainous, with the 2,963-meter-high Mount Rameau, the highest mountain in the country. The total land area of Timor-Leste is about 15,000 square kilometers and almost the same as that of four prefectures in Japan's capital region (Tokyo, Chiba, Saitama, and Kanagawa).

The population of Timor-Leste is about 1,300,000 (Year 2021), half of whom are young people aged 15 or under. The population mainly consists of the Melanesian ethnicity, including the Tetum. Other ethnic groups include Malayan, Chinese, European (mainly Portuguese descent because of the past colonial occupation of Portugal), and the mixed race. In terms of religion, 99.1% of the population is Christian, mostly Catholic. There are two official languages in Timor-Leste: Tetum and Portuguese. English and Indonesian are also designated by the Constitution as the country's practical languages.

Timor-Leste was under the colonial occupation of Portugal for about three hundred years, from the 16th century to 1975. After being annexed to Indonesia in 1976, Timor-Leste became independent in May 2002. Prior to independence, United Nations Mission in Timor-Leste

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<sup>4</sup> Ministry of Foreign Affairs of Japan, <https://www.mofa.go.jp/mofaj/area/easttimor/data.html> (Reference as of June, 2022)

(UNAMET) and United Nations Transitional Administration in Timor-Leste (UNTAET) were established by United Nations Security Council so that support for building a stable nation would be provided toward the independence of Timor-Leste. Even after independence, United Nations Integrated Mission in Timor-Leste (UNMIT) was established when a conflict occurred in 2006. This way, the international community has assumed a role in resolving the confusion that arose before and after the independence of Timor-Leste.

Timor-Leste's basic diplomatic policy is to maintain special and cordial relations with the countries that use Portuguese as an official language, as well as cordial and cooperative relations with the neighboring and regional countries. Right after the independence from Indonesia, Timor-Leste joined the Community of Portuguese Language Countries (CPLP<sup>5</sup>), and served as a chair of CPLP from 2014 to 2016. Furthermore, the country officially applied for accession to the Association of South - East Asian Nations (ASEAN) in 2011, seeking to realize the participation as early as possible.

Timor-Leste's structure of the economy is based on the income from natural resources. As an urgent task, the government of Timor-Leste is struggling to escape from its dependence on natural resources and realize industrial diversification. As one of the efforts, the government of Timor Leste established the Timor-Leste Petroleum Fund to manage the income earned from natural resources in 2005, and used the fund to cover the infrastructure development cost of the national budget to attract foreign investment in order to propel industrial promotion centered on agriculture and tourism.

Timor-Leste is a republic with the President as the head of state. In the presidential elections held in March and April 2022, the incumbent Francisco Guterres lost to José Ramos-Horta<sup>6</sup>, the leader of the National Congress for Timorese Reconstruction (CNRT), the opposition party in Timor-Leste. However, political power is not held by the President, but by the Prime Minister nominated by the party or coalition with the most seats in the National Parliament. The nation is currently ruled by the Eighth Constitutional Government headed by Prime Minister Taur Matan Ruak of the majority People's Liberation Party formed of four parties. Although the Prime Minister has the actual political power, as mentioned above, the head of the opposition party won the most recent presidential elections, raising a high likelihood that the opposition party will strongly influence the current administration.

## (2) **Higher education**<sup>7</sup>

In the current education system, 12 years of education is required to advance to higher education.

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<sup>5</sup> Nine countries, Portugal, Brazil, Angola, Mozambique, Guinea Bisau, Sao Tome Principe, Carbo Verde, Timor Leste, and Equatorial Guinea, have joined with the goal of deepening solidarity between Portuguese countries and making Portuguese the official language. Japan has been participating as an observer since 2014.

<sup>6</sup> He received the Nobel Peace Prize in 1996.

<sup>7</sup> Japan Foundation, Timor-Leste (2020-2021)

[https://www.jpf.go.jp/j/project/japanese/survey/area/country/2020/e\\_timor.html](https://www.jpf.go.jp/j/project/japanese/survey/area/country/2020/e_timor.html)

In addition to compulsory education comprising six years of primary school (age 6 to 11) and three years of junior secondary school (age 12 to 14), three years of senior secondary school (age 15 to 17) are also required to advance to higher education. Education administration is divided into primary and secondary school education overseen by the Ministry of Education, Culture, Youth and Sports and higher education overseen by the Ministry of Higher Education, Science and Culture.

The Timor-Leste government places high priority on education for its citizens and is working to increase the compulsory education enrollment rate. The nine years of compulsory education and three years of senior secondary education are free excluding the cost of textbooks to provide all citizens with the opportunity to receive an education without distinguishing between rich or poor.

As for the language used in education, the nation emphasizes the use of both Tetum and Portuguese that is the official language. Primary education classes are held mostly in Tetum that is the language generally used in the home, but classes begin gradually switching to Portuguese from around grade 4. However, neither the students nor the teachers are fluent in Portuguese, and so teachers often explain the lessons in the Portuguese textbooks in Tetum. This often hinders students' understanding of the lessons. Although the government of Portugal provides Portuguese language support to teachers in Timor-Leste, the support coverage is insufficient.

Another major issue throughout the nation is poor math skills. Although the circumstances vary somewhat by generation, math in primary and secondary education is only introduced in classes as "knowledge," and students lack experience solving math problems themselves. Since around 2012, the national high school graduation exam questions for math and science have only been multiple choice, with no written questions.

Timor-Leste has 12 universities: two national and 10 private<sup>8</sup>. The two national universities are the National University of East Timor (UNTL) that was established by a merger in 2000 of Universitas Timor Timur and Politeknik Dili and the Institute of Polytechnic that was established in 2014 in Betano in the south of Timor-Leste as a part of the Tasi Mane Project aimed at development of the south part of the country. The UNTL dispatched a number of full-time regular faculty to the Institute of Polytechnic who have been appointed to positions like the school president, and the institute added fixed-term faculty who advise students. Before the country's independence in 2002, outstanding students had a path to advancing to university in Indonesia. As a result, there are many older people in the country who have graduated from an Indonesian university.

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<sup>8</sup> Although the survey team have an information about six other schools, the Ministry of Secondary Education has not approved them and the survey team does not have details.

**Table 2 List of universities in Timor-Leste**

Type	University	Faculties
National	National University of East Timor	(1) Agriculture, (2) Economics and management, (3) Medicine and health sciences, (4) Social sciences, (5) Law, (6) Engineering, science and technology, (7) Education, arts and humanities, (8) Philosophy, (9) Exact sciences
National	Institute of Polytechnic	(1) Civil engineering, (2) Agriculture
Private	University of Peace (UNPAZ)	(1) Law, (2) Economics, (3) Public health, (4) Technology and engineering, (5) Agriculture, (6) Social sciences
Private	University of Dili (UNDIL)	(1) Law, (2) Economics, (3) Politics, (4) Public health, (5) Education, (6) Engineering
Private	Oriental University of Timor Leste (UNITAL)	(1) Agro-economics, (2) Law, (3) Education, (4) Technology, (5) Public health
Private	Dili Institute of Technology (DIT)	(1) Civil engineering and construction, (2) Engineering (3) Machinery and production engineering, (4) Petroleum engineering and management (5) Computer science, (6) Agribusiness (7) Financial management, (8) Tourism and hotel management, (9) Politics and government
Private	Institute of Business (IOB)	(1) Information and communications technology, (2) Economic trade (3) Computer science, (4) Engineering
Private	Instituto Cristão Religiosa (ICR)	(1) Theology, (2) Religion
Private	Professional Institute of Canossa (IPDC)	(1) Computer information science, (2) Administrative management
Private	Superior Institute of Cristal (ISC)	(1) Teacher training and education, (2) Health sciences education
Private	Catholic Institute of Teacher Training (ICFP)	(1) Teacher training

### 1-1-3. Development Plan of Timor-Leste<sup>9</sup>

In July 2011, Timor-Leste announced a long-term national plan called Strategic Development Plan (SDP). Almost ten years after the independence in 2002, Timor-Leste, which escaped from the reconstruction period after the conflict, formulated the SDP as a guideline for renewing the nation to become one of the upper-middle-income countries by 2030, with an income level of over \$4,126.

The SDP defines “Social Capital”, “Infrastructure Development,” and “Economic Development” as three key areas. Furthermore, as a requirement for accomplishing the three key challenges, “Institutional Framework” is added as the fourth challenge to be dealt with. In each area, “Short-term goals (2011-2015),” “Mid-term goals (2016-2020),” and “Long-term goals (2021-2030)” are set in a specific manner.

“Social Capital” covers the following specific goals: (1) Education and training, (2) Health, (3)

<sup>9</sup> Timor-Leste Strategic Development Plan (SDP) <http://timor-leste.gov.tl/wp-content/uploads/2011/07/Timor-Leste-Strategic-Plan-2011-20301.pdf>

Social inclusion, (4) Environment, and (5) Culture and heritage. The SDP suggests the need for measures through which each and every citizen living in cities or rural areas can equally enjoy life with the improvement of quality in education, health and medical. The measures are also expected to lead to economic development by building a society in which Timor-Leste citizens can have a strong sense of unity.

“Infrastructure Development” covers the following specific goals: (1) Roads and bridges, (2) Water and sanitation, (3) Electricity, (4) Sea ports, and (5) Telecommunications. Focus areas for infrastructure are set in the SDP so that effective and efficient infrastructure development is pursued. Infrastructure development is also expected to help increase employment especially in rural areas and develop the private sector.

“Economic Development” covers the following specific goals: (1) Rural development, (2) Agriculture, (3) Petroleum, (4) Tourism, and (5) Private sector investment. Timor-Leste—currently one of the lower-middle-income countries—aims to become one of the upper-middle-income countries by 2030, pursuing to establish a diverse economic structure through the advanced development of infrastructure. In agriculture, growth from subsistence agriculture to commercial agriculture is promoted. In addition, the SDP states that a focus will be placed on petroleum which petroleum refinery and LNG plant are promoted to construct in the south and tourism industries which are expected job creation at rural areas with the natural resources as the potentialities of development.

“Institutional Framework” covers the following specific goals: (1) Security, (2) Defense, (3) Foreign affairs, (4) Justice, (5) Public sector management and good governance, and (6) National Development Agency and Economic Policy and Investment Agency. Timor-Leste, which overcame the conflict and became independent in 2002, strongly recognizes the importance of maintaining a stable and safe nation under the law. Furthermore, the SDP suggests the need for cooperation with the international community through cultural and economic exchanges.

**Table 3 Priority Subject of SDP**

Priority Subject <b>1. Social Capital</b>	Priority Subject <b>2. Infrastructure Development</b>	Priority Subject <b>3. Economic Development</b>
1-1. Education/Training 1-2. Health 1-3. Social inclusion 1-4. Environment 1-5. Culture/Heritage	2-1. Road and bridges 2-2. Water and Sanitation 2-3. Electricity 2-4. Sea Ports 2-5. Telecommunication	3-1. Rural Development 3-2. Agriculture 3-3. Petroleum 3-4. Tourism 3-5. Private sector Investment
Priority Subject <b>4. Institutional Framework</b>		
5-1. Security 5-2. Defense 5-3. Foreign Affairs 5-4. Justice 5-5. Public Sector and Good Governance 5-6. National Development Agency and Economic Policy and Investment Agency (Implementation of Effective SDP)		



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

Timor-Leste is positioned in a geopolitically important area located between Indonesia and Australia. The country expresses its willingness to strengthen relations with the neighboring countries in Southeast Asia and is pursuing to join ASEAN. Furthermore, the country is trying to build extremely diverse diplomatic relations, including accession to CPLP10, in order to maintain connection with Portugal—once a colonial power of Timor-Leste. It shows that Timor-Leste's growth as a democratic nation will contribute to peace and stability of the Asia region connected deeply to Japan's security and economic prosperity promoting Japan's development cooperation priority policy, “Free and Open Indo-Pacific Strategy.” In March 2016, Timor-Leste and Japan held a summit conference, and announced the “Advanced Partnership towards Growth and Prosperity,” emphasizing a shift from “cooperative relationship in the reconstruction period after the conflict” to “cooperative relationship in the period of growth and development.” The bilateral relationship is expected to be further strengthened.

The government of Timor Leste has the greatest goal of building a sustainable economy by 2030, and aims to break away from the economic structure that depends on resource income (oil and gas) and to diversify the economy. Until now, Timor-Leste has maintained a high economic growth rate from 2007 to 2016, but it is largely due to soaring resource prices, and the economic situation is fragile.

Therefore, the government of Timor Leste is promoting the development of human resources with specialized knowledge for problem solving, but at present, the capacity and system of the staff of government ministries and related agencies that handle each development problem are generally insufficient. There are many issues for achieving sustainable economic growth, such as diversification of industrial structure, job creation, legal system development, governance (including decentralization) development and infrastructure development, and planning and drafting for each development issue. There is an urgent need to develop and improve the capabilities of contributing administrative officers.

Under the above-mentioned situation, the government of Timor-Leste made a request to the Japanese government regarding Japan's acceptance of foreign students in the fourth phase of the project starting fiscal year 2023. The project is expected to contribute to reinforcing administrative organizations and resolving development issues in Timor-Leste through the development of civil servants and other human resources.

## **1-3 Civil Service System in Timor-Leste**

### **(1) Timor-Leste Administration System**

The administrative system under the current administration (8th Constitutional Cabinet) consists

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<sup>10</sup> Ministry of Foreign Affairs of Japan, CPLP [http://www.mofa.go.jp/erp/we/page22e\\_000745.html](http://www.mofa.go.jp/erp/we/page22e_000745.html)

of 20 ministries and 11 secretary of states, and there are other independent administrative organizations. The difference between a ministry and secretary of states is that ministers can attend the cabinet meeting, whereas chiefs of secretaries of state directly controlled by Prime Minister are required the approval of the Prime Minister to attend Cabinet meetings. In addition, several public corporation organizations such as Public Institute (IP) and Public Enterprise (EP) have been established, which implement policies from each government organizations and manage business in cooperation with related ministries and agencies.

Local administration consists of all 13 prefectures (Municipality). Of the 13 prefectures, Dili, Ermera, Baucau, and Bobonaro, are relatively large populations and have different special administrative operations such as placing the position of District Director, which is a senior management position for civil servants, under the governor.

**Table 4 Organogram of the Timor-Leste Government**

1	President Office
2	National Parliament
3	Court
4	Prime Minister's Office
<b>Ministry</b>	
1	Ministry of the Presidency of the Council of Ministers
2	Ministry of Coordinating and Economic Affairs
3	Ministry for Parliamentary Affairs and Social Communication
4	Minister for Foreign Affairs and Cooperation
5	Ministry of Justice
6	Ministry of Education, Youth & Sport
7	Ministry of Higher Education, Science & Culture
8	Ministry of Social Solidarity & Inclusion
9	Ministry of Public Works
10	Ministry of Transport and Communications
11	Ministry of Agriculture & Fisheries
12	Ministry of the Interior
13	Ministry of Defense
14	Ministry of Finance
15	Ministry of Planning and Territory
16	Ministry of State Administration
17	Ministry of Tourism, Commerce & Industry
18	Ministry of Petroleum & Minerals
19	Ministry for the Affairs of National Liberation Combatants
20	Ministry of Health
<b>Secretary of State</b>	
1	Secretary of State of Vocational Training and Employment
2	Secretary of State for Cooperatives
3	Secretary of State for the Environment
4	Secretary of State for Social Communications
5	Secretary of State for Land and Property
6	Secretary of State for Youth and Sports
7	Secretary of State for Arts and Culture
8	Secretary of State for the Affairs of Combatants of National Liberation
9	Secretary of State for Civil Protection

10	Secretary of State for Equality and Inclusion
11	Secretariat of Technical Electoral Administration
Main Independent Administrative Commission	
1	Commission of Anti-Corruption (CAC)
2	National Parliament
3	Civil Service Commission
4	National Institute of Public Administration
5	National University of Timor-Leste (UNTL)
6	Institute of Politechnic Betano (IPB)
7	Autonomous Service Medicines and Health Equipment -SAMES (Under Ministry of Health)
8	Institute for Business Development Support - IADE (Under the Ministry of Economic Affairs Coordinator)
9	General State Inspectorate (GSI)
10	Scientific Police of Criminal Investigation – PCIC (Under the Ministry of Justice), etc.
<Main Public Institute (IP) and Public Enterprise (EP)>	
1	Administration of Airports and Air Navigation of Timor-Leste (ANATL)
2	Port Authority of Timor-Leste (APORTIL)
3	Civil Aviation Authority of Timor-Leste (AACTL)
4	Institution of Petroleum and Geology (IPG)
5	Timor Gap
6	Bee Timor-Leste (BTL)
7	National Authority for Water and Sanitation (ANAS)
8	Electricity of Timor-Leste (EDTL)
9	National Authority for Electricity (ANE), etc.

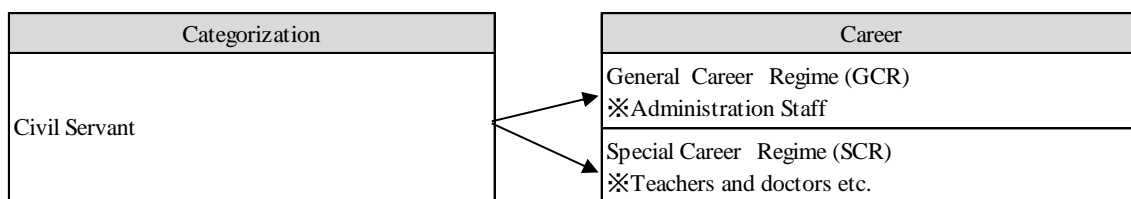
## (2) Civil Service System in Timor-Leste

### 1) Classification of Civil servant

Timor-Leste's civil service system is divided into two categories: Civil Servant and Public Administration Agent. In the category of civil servant, there are permanent staff entitled to receive substantial benefits even after retirement (including payment of pensions), as well as non-permanent civil servants. Public administration agents are only non-permanent employees mainly working for administrative organizations established under each ministry. While permanent civil servants' compensation system is regulated in a uniform manner for every administrative organization, compensation of non-permanent civil servant and public administration agents differs depending on job description, etc., defined at the time of recruitment. Some public administration agents may receive higher compensation than civil servant.

Furthermore, civil servant are divided into the two career categories: General Career Regime (GCR) and Special Career Regime (SCR)<sup>11</sup>. GCRs generally refer to civil servant working for ministries and engaging in administration. SCRs refer to national university's faculty members, nurses, doctors, and other technical professionals. Even in SCR, there is a career path in which doctors and university lecturers are actually promoted to government officials after having work experience in professional occupations such as teachers and doctors.

<sup>11</sup> The Statute of the Civil Service No.8/2004 (First Amendment No.5/2009)



**Figure 1 Classification of Civil Servant Career**

Laws used for GCRs and SCR's may differ as well. The civil servant's compensation system is defined in a law called "Regime for the Careers and the Senior and Middle Management Positions in Public Administration No.27/2008." The law applies to SCR's as well, but SCR's compensation system is sometimes separately regulated based on such job types as doctors, primary and secondary school teachers, and university's faculty members. For instance, faculty members of UNTL are civil servants under Ministry of Education and Culture, but a different compensation system from GCR's is established in accordance with Article 46 of "Decree Law No.16/2010 Status of UNTL."

GCRs are divided into seven grades (A to G) which are further classified into the following four categories; Top grades A and B are classified as Senior Technicians; grades C and D, Professional Technicians; grade E, Administrative Technicians; and grades F and G, Assistants. The top grade A requires Master's degrees, and grades B and C require Bachelor's degrees. As JDS is designed for acquisition of Master's degrees, Timor-Leste's civil servant qualified for JDS should be those classified into grade C or above requiring at least Bachelor's degrees<sup>12</sup>.

There are the following five titles of officer common to all ministries: Director General, National Director, District Director, Head of Department, and Head of Section. In Timor-Leste's administration system, there is no such title as Permanent Secretary—as seen in Japan as the highest rank of civil servants. Instead, Director General, the head of each bureau, is ranked the highest among civil servants. Each ministry is headed by Minister or Vice Minister, followed by several Director Generals who are ranked the highest among civil servants.

Like Ministers and Vice Ministers, Director Generals or equivalent are generally assigned under a political appointee system. Officer do not necessarily have to be civil servant classified as grade A or B. In some cases, civil servant in lower grades are assigned to officer under the political appointee system. Many Director Generals, National Directors, etc., continue to work in the same organization as general civil servant even after they are retired from the officer's positions.

<sup>12</sup> According to the interview from INAP

**Table 5 Post of Civil Servant**

Group	Post	Function
Senior Management	Director-General	Head of Each Bureau(Top-Grade of Bureaucrat) * Many cases of the Political Appointment
	National Director	Head of Each Section
	District Director	Head of Local Civil servant
Middle Management	Head of Department	Administrated more than 20 officer
	Head of Section	Administrated more than 10 officer

As an issue found in Timor-Leste's administrative organizations, there is a fact that excellent personnel have to be hired from outside the organizations as non-permanent civil servant because of insufficient human resource development of permanent civil servant. Some non-permanent civil servant engage in policy-making tasks, taking the leadership role as Junior Professionals and Appointed Coordinators. Furthermore, Portuguese Legal Advisors and other foreign advisors are employed to substitute the role of policy-making tasks and guidance on administrative operations in each administrative organization. Some organizational leaders are seriously concerned about the organizational structure that depends on non-permanent civil servant and foreign advisors, pointing out that it is urgent to foster permanent civil servant.

## 2) Recruitment

Recruitment of civil servant is controlled by Civil Service Commission (CSC) which was established in 2009 based on a law called “Establishing the Civil Service Commission No.7/2009.” CSC is an independent administrative organization controlling establishment of guidelines, recruitment, salary increase, ethics regulation, improvement of operations, training, etc., relating to civil servant and public administration agents. Each ministry is required to obtain approval from CSC to recruit and promote civil servant.

A method of recruiting civil servant is determined in “Regime for Competitions, Recruitment, Selection and Promotion of Public Administration Personnel No.34/2008.” The new law was enacted to replace an old law (enacted in 2003) so that recruitment of civil servant, which used to be conducted separately by each ministry, could be integrated to cover all ministries.

The current screening processes for civil servant are divided into “Screening for external recruitment” and “Screening for internal recruitment.” Both screening processes require (1) Writing examination, (2) Interview, and (3) Submission of resume. In addition, physical examination is conducted in “Screening for external recruitment,” and personnel evaluation—conducted every year by each administrative organization—is reviewed in “Screening for internal recruitment.” Civil servant are recruited on a grade basis (A to E), and if a person satisfies academic and other individual requirements for each grade, the person can apply for even an upper-level category, not a lower-level category.

**Table 6 Civil servant Eligibility Requirements<sup>13</sup>**

Category	Grade	Common Eligibility	Educational Background
Senior Technician	A	To be a citizen of Timor-Leste To be aged 17 or more, but not older than 50 To not have committed a criminal offence To hold the qualifications required by regulations and job description To be always ready to be assigned anywhere on the national territory or at accredited representative offices overseas To be in good health, and to be physically and mentally fit for the function applied for	Master
	B		Bachelor (5 Years Equivalent)
Professional Technician	C		Bachelor (3 or 4 Years Equivalent)
	D		Diploma
Administrative Technician	E		Upper Secondary Education (12 Years)
Assistant	F		Lower Secondary Education (9 Years)
	G		Primary Education(6 Years)

### 3) Career Path, Promotion

In the Timor-Leste's civil service system, salaries increase with an increase in a grade's salary rank based on annual personnel evaluation. A person employed as a civil servant basically needs to perform a job determined at the time of recruitment, but can be transferred to another department if he or she wishes. However, the transfer needs to be approved through "Screening for internal recruitment." As another example, when there is a public notice for an upper-level opening position, civil servant who wish to gain the upper-level position sometimes resign from their current job and take examination through the process of "Screening for external recruitment."

In Timor-Leste, the civil servant' evaluation system is defined by a law called "Regime for Evaluating the Performance of Civil servant No. 14/2008." Personnel evaluation is conducted based on the system annually during the period between January and February. There are the following nine evaluation items: (1) Sense of responsibility, (2) Continuous improvement, (3) Relations in the work place and with the public, (4) Regularity and assiduity in the work place, (5) Innovation, creativity and flexibility, (6) Initiative and autonomy, (7) Team work, (8) Leadership and team management, and (9) Coordination and articulation, each of which is evaluated at four levels: "Very Good," "Good," "Satisfactory," or "Unsatisfactory." First, each civil servant conducts self-evaluation based on the evaluation items, and submits the results to their immediate supervisors. The supervisors then conduct evaluation for each subordinate while reviewing the self-evaluation submitted by each subordinate. Salaries usually increase every three years with an increase in a salary rank, but civil servant who have received the top evaluation point of "Very Good" for two consecutive years are entitled to a year-earlier salary increase with

<sup>13</sup> Timor-Leste Law No.8 2004 APPROVES THE STATUTE OF THE CIVIL SERVICE

an increase in a salary rank to the next level in two years.

#### 4) Gender Consideration

Despite gender equality being written into the 17th article of the Timor-Leste constitution, the nation has a strongly rooted patriarchal culture that prevents women's social advancement, especially in rural areas. Timor-Leste is 64th<sup>14</sup> of 156 countries in the Global Gender Gap Index (2021)<sup>15</sup>.

Within this context, Timor-Leste joined the Committee on the Elimination of Discrimination against Women (CEDAW) in April 2003 and has proposed achieving gender equality by 2030 as one goal of social capital that is a key area at the country's Strategic Development Plan. Gender Focal Points were appointed in all government ministries and agencies in 2008 and in 13 municipalities in 2012. The Secretary State for Equality and Social Inclusion was established as an organization directly controlled by the Prime Minister. It holds seminars and training to support women's advocacy and social advancement. The organization has the authority to supervise the employment of women and work environment at government ministries and agencies, and it works with United Nations agencies when conducting its activities.

The ratio of female members of parliament has reached 38%, setting the country to rank 30th of 156 countries in the Global Gender Gap Index and showing some success in achieving women's social advancement, although small. Nevertheless, the ratio of female cabinet members remains low, at only 15%. Women also comprise only 2.5% of all heads of rural towns and cities, showing a gap between the central and local governments. Local governments cooperate with INAP that is a JDS benefactor to hold seminars for women in rural areas to promote their participation in government and leadership training.

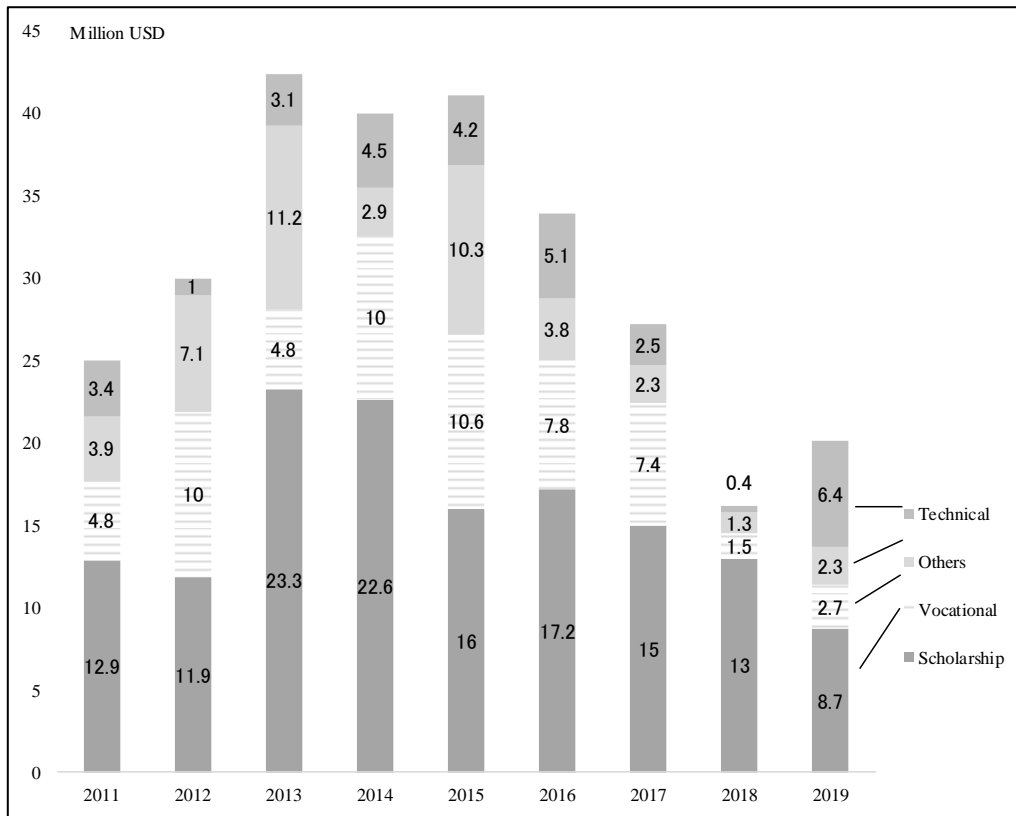
### (3) **Human Resource Development System for Civil Servant**

In Timor-Leste, for the purpose of fostering citizens as human resources, Human Capital Development Fund (HCDF) was established in 2011 to implement (1) vocational training citizens, (2) Technical Training Program or Professional Development Programs to citizens and civil servant, (3) scholarship programs mainly for civil servant, and so on. HCDF controls all budgets for development of civil servant which used to be allocated from the National Parliament to each ministry for the purpose of effective and highly transparent project operations. HCDF is a fund for all citizens, not limited to civil servants. Although it has been on a downward trend in recent years, about US \$ 2 million has been recorded in 2019. The budget amount is as follows.

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<sup>14</sup> Global Gender Gap Report 2021, World Economic Forum

<sup>15</sup> Among ASEAN countries, from highest to lowest, Philippines ranks 17th, Laos 36th, Singapore 54th, Thailand 79th, Vietnam 87th, Cambodia 103rd, Indonesia 101st, Myanmar 109th, Brunei 111th, and Malaysia 112th.



**Figure 2 Annual Budget Allotment of HCDF<sup>16</sup>**

HCDF is an institution controlling budgets for human resources development, but INAP, established under Ministry of State Administration and assigned as a member of JDS Operating Committee, engages in human resources development for all civil servant. While each organization provides training for specific areas required for their staff, INAP provides general training for improving the abilities of all civil servant, including job orientation and management leadership training.

**Table 7 Main Training for Civil Servant Provided by INAP**

Training	Contents
Induction Course for new employees	Occupation Ethic for Freshman, Workplace Environment, Administration, Patriotic Education
Leadership course for directors and chief	Management of the Organization based on the Occupation Ethic for Directors and Chief
Management course for local government	Training for Local Civil servant
English Language Course	Training for English Improvement of Civil servant
Computer course	Training to utilize e-government

For these reasons, the cooperation of three organizations (1) HCDF, which manages the human resources development budget, (2) INAP, which is the training implementation organization for all public servants, and (3) CSC, which controls human resources development, recruitment, and

<sup>16</sup> <http://www.laohamutuk.org/econ/OGE21/books/OJE21BB6-Oct2020te.pdf>



promotion of public servants, can be said that it is the key to the success of human resource development of public servants.

## 1-4 Trends of the Japan’s ODA to Timor-Leste

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

#### (1) Overview

Since the pledge of assistance totaling US\$130 million over three years at the First Donor's Meeting on Timor-Leste held in Tokyo in December 1999, Japan has supported Timor-Leste in achieving a stable nation through the development of social and economic infrastructure and human resources. The largest donor country to Timor-Leste is Australia, a neighboring country of Timor-Leste. Both the countries have a strong relationship mainly due to sharing the revenue arising from the gas field that extends over the countries. Japan is one of the top four donor countries to Timor-Leste together with the U.S. and Portugal. In addition, Japan is referred by name as “country with excellent and ongoing cooperation to contribute to the development of roads, bridges and irrigation infrastructure” in SDP.

In recent years, there has been an increase in VIP visits between Japan and Timor-Leste. When holding talks, main topics are human resource development assistance from Japan to Timor-Leste, support from Japan for Timor-Leste ASEAN membership, and the achievement of a Free and Open Indo-Pacific. For the JDS as well, within this context, there was an exchange of notes with then Minister for Foreign Affairs Kano in 2018.

**Table 8 Results of recent VIP visits between Japan and Timor-Leste<sup>17</sup>**

Date	From Japan	From Timor-Leste
August 3, 2018	Taro Kono, Minister for Foreign Affairs	Dionísio da Costa Babo Soares, Minister for Foreign Affairs and Cooperation
<ul style="list-style-type: none"> <li>● First foreign minister meeting between Japan and Timor-Leste in 5 years</li> <li>● Promoted cooperation in areas such as security, economy, infrastructure, human resource development, people-to-people exchange, and maritime affairs.</li> <li>● Continued discussing support for Timor-Leste's ASEAN membership</li> <li>● Strengthened cooperation under the Free and Open Indo-Pacific</li> </ul>		
Date	From Japan	From Timor-Leste
October 12, 2018	Taro Kono, Minister for Foreign Affairs	Francisco Guterres, President; Taur Matan Ruak, Prime Minister, Ágio Pereira, Minister of State of the Presidency of the Council of Ministers
<ul style="list-style-type: none"> <li>● Strengthened cooperation in areas such as people-to-people exchange and human resource development, infrastructure development, maritime fishing, and fisheries, and defense</li> <li>● Close cooperation with Timor-Leste to achieve a Free and Open Indo-Pacific</li> <li>● Wants to actively contribute to promoting the 2025 World Expo in Osaka</li> <li>● Has visited Japan several times in the past and has many good friends in the country</li> </ul>		

<sup>17</sup> Past VIP visits and talks with Timor-Leste, Ministry of Foreign Affairs  
<https://www.mofa.go.jp/mofaj/area/easttimor/index.html>

<ul style="list-style-type: none"> <li>Signed an official document about the Project for Human Resource Development Scholarship (JDS)</li> </ul>		
Date	From Japan	From Timor-Leste
March 27, 2019	Taro Kono, Minister for Foreign Affairs	Dionísio da Costa Babo Soares, Minister for Foreign Affairs and Cooperation
<ul style="list-style-type: none"> <li>Education and human resource development to diversify industry and create jobs in Timor-Leste, people-to-people exchange centered around the 2020 Tokyo Olympic and Paralympic Games, strengthening of cooperation in areas such as infrastructure improvement and maritime affairs</li> </ul>		
Date	From Japan	From Timor-Leste
April 22, 2019	Kentaro Sonoura, Special Advisor to the Prime Minister	Taur Matan Ruak, Prime Minister, Dionísio da Costa Babo Soares, Minister for Foreign Affairs and Cooperation
<ul style="list-style-type: none"> <li>Dialogue about further strengthening of bilateral relations and the regional situation including the Free and Open Indo-Pacific concept</li> <li>Visited the site of the Grant Aid Project for Urgent Relocation of Ferry Terminal in Dili Port and the Upriver Comoro Bridge (tentative name: Hinode Bridge)</li> </ul>		
Date	From Japan	From Timor-Leste
August 30, 2019	Norikazu Suzuki, Parliamentary Vice-Minister for Foreign Affairs	Francisco Guterres, President; Taur Matan Ruak, Prime Minister, Dionísio da Costa Babo Soares, Minister for Foreign Affairs and Cooperation
<ul style="list-style-type: none"> <li>Attended the ceremony of the 20th Anniversary of the Referendum</li> <li>Honest dialogue about strengthening bilateral relations in each field and the regional situation</li> <li>Further strengthening of bilateral cooperation in fields such as education and human resource development, people-to-people exchange, and economy and infrastructure</li> </ul>		
Date	From Japan	From Timor-Leste
January 14, 2020	Norihiro Nakayama, Parliamentary Vice-Minister for Foreign Affairs	Francisco Guterres, President; Taur Matan Ruak, Prime Minister, Dionísio da Costa Babo Soares, Minister for Foreign Affairs and Cooperation
<ul style="list-style-type: none"> <li>Attended the 20th anniversary of the Japan government's assistance to Timor-Leste as the representative of Japan</li> <li>Dialogue about cooperation in fields such as human resource development and people-to-people exchange, infrastructure development, and maritime affairs</li> <li>Honest dialogue about strengthening bilateral relations in each field</li> <li>Further strengthening of bilateral cooperation in fields such as education and human resource development, people-to-people exchange, and economy and infrastructure</li> <li>Restated support for Timor-Leste becoming a member of ASEAN</li> </ul>		
Date	From Japan	From Timor-Leste
November 22, 2021	Shingo Miyake, Parliamentary Vice-Minister for Foreign Affairs	Xanana Gusmã, leader of the National Congress for Timorese Reconstruction (CNRT) party
<ul style="list-style-type: none"> <li>Next year will be the 20th anniversary of the start of diplomatic relations between Japan and Timor-Leste, and we want to use it as an opportunity to further develop bilateral relations</li> <li>We will work steadily on concrete projects to achieve a Free and Open Indo-Pacific</li> </ul>		

## (2) Japan's development cooperation policy for Timor-Leste

In consideration of changes in Timor-Leste, which came out of the reconstruction phase and is promoting robust economic development, Japan reviewed its country assistance policy for Timor-Leste in May 2017. The previous country assistance policy formulated in April 2012 set “Assisting the Process for Establishing the Foundation of Economic Growth from Reconstruction” as the main objective and “Establishing Foundation for Promoting Economic Activities,” “Agriculture and Rural Development” and “Capacity Development of Government and Public

Sector” as its priority areas. The new country assistance policy for Timor-Leste sets “Support for Sustainable Development of the National Development” as the main objective and “Development of the Economic/Social Infrastructure,” “Promotion of Industrial Diversification,” “Dissemination and Expansion of Social Services” as its priority area. Following the formulation of the new country assistance policy, Japan aims to implement, ensuring the consistency with the SDP established by the Government of Timor-Leste, assistance that covers a range of objectives from the conventional one aiming to help Timor-Leste's reconstruction from the conflict and peace consolidation to the new one to support the country's sustainable growth and development.

**Table 9 Rolling Plan for Project Planning for Timor-Leste**

Basic Assistance Policy	Priority Area	Development Issue
Support for Sustainable Development of the National Development	Development of the Economic/Social Infrastructure	Maintenance and improvement of Social / Transportation Infrastructure
	Promotion of Industrial Diversification	Development of Industrial Diversification
	Dissemination and Expansion of Social Services	Improvement of Public Service

### (3) JICA Programs<sup>18</sup>

JICA's total cumulative amount of assistance to Timor-Leste up to 2019 was 5.3 billion yen in Loan Aid, 34.412 billion yen in Grant Aid, and 15.118 billion yen in Technical Cooperation<sup>19</sup>. In 2020, JICA provided 650 million yen in assistance. The only Loan Aid from JICA was for the National Road No. 1 Upgrading Project in 2012 that was the Timor-Leste government's first loan from overseas, and the rest of the projects are either Grant Aid or Technical Cooperation.

One specific project in the education sector is assistance to the UNTL Faculty of Engineering, Science and Technology. JICA has been dispatching experts to the UNTL Faculty of Engineering, Science and Technology since 2003 and has been carrying out the Project for the Capacity Development of Teaching Staff in the Faculty of Engineering, Science and Technology and Project for Capacity Development of the Faculty of Engineering, Science and Technology (Phase 1 and Phase 2) since 2006. Through JICA Technical Cooperation, faculty members have been able to study at Japanese universities, and many have obtained master's degrees and PhDs through this program. The following is a list of all past JICA programs in the country.

<sup>18</sup> Referenced the Map of JICA Major Projects (Timor-Leste), as of April 1, 2017

<sup>19</sup> ODA by Country, Ministry of Foreign Affairs [5] Timor-Leste, Table 1-2. Past assistance from Japan to Timor-Leste (cumulative)

**Table 10 ODA in 2020-2021**

Total ODA (budget) <sup>20</sup>	561 billion yen					
Ministry of Foreign Affairs (budget)	442.9 billion yen					
JICA (actual) <sup>21</sup>	Grant Aid		Technical Cooperation		Loan Aid	
All (1.7821 trillion yen)	83.9 billion yen	100%	131.6 billion yen	100%	1.5666 trillion yen	100%
Asia (1.3812 trillion yen)	39 billion yen	46%	42.3 billion yen	32%	1.2999 trillion yen	83%
Southeast Asia (553.5 billion yen)	23.2 billion yen	4%	23.1 billion yen	18%	507.2 billion yen	32%
Timor-Leste (650 million yen)	126 million yen	0.1%	524 million yen	0.39%	-	0%

**Table 11 List of main JICA projects in Timor-Leste**

[Education]		
T	Project for the Capacity Development of Teaching Staff in the Faculty of Engineering, the National University of Timor-Leste	April 2006 to March 2010
T	Project for Capacity Development of the Faculty of Engineering, Science and Technology, the National University of Timor-Leste	February 2011 to March 2016
T	Project for Capacity Development of the Faculty of Engineering, Science and Technology, the National University of Timor-Leste Phase 2	August 2016 to March 2023
G	Project for Reconstruction of Primary Schools and Junior High Schools	May 2004 (Completed)
G	Project for the Construction of New Buildings for the Faculty of Engineering, Science and Technology of the National University of Timor-Leste	March 2016 (In progress)
[Water Resources and Disaster Risk Reduction]		
G	Project of River Training for the Protection of Mola Bridge	August 2013 (Completed)
G	Project for Improvement of Water Supply in Dili	May 2004 (Completed)
G	Project for Urgent Improvement of Water Supply System in Bemos-Dili	May 2009 (Completed)
G	Project for Urgent Improvement of Water Supply System in Bemos-Dili Phase 2	January 2011 (Completed)
G	Project for Improvement of Water Supply in Same and Ainaro	May 2005 (Completed)
T	Project for Improvement of Water Supply Management of Bee Timor-Leste	November 2021 to November 2024
[Transportation]		
T	Project for the Capacity Development of Road Works in Timor Leste	June 2010 to October 2014 (Completed)
T	Project for Capacity Building of Periodic Road Maintenance in the Democratic Republic of Timor	June 2005 to March 2008 (Completed)
T	Project for the Capacity Development of Road Services in Timor-Leste	February 2016 to December 2019
L	National Road No. 1 Upgrading Project	March 2012
G	Project for Construction of Upriver Comoro Bridge	November 2015 (Completed)
G	Oecusse Port Urgent Rehabilitation Project	December 2010 (Completed)
G	Project for Urgent Relocation of Ferry Terminal in Dili Port	September 2016 (In progress)
G	Project for Improvement of Roads between Dili and Cassa	May 2004 (Completed)
[Resources and Energy]		

<sup>20</sup> Official Development Assistance (ODA), Ministry of Foreign Affairs  
<https://www.mofa.go.jp/mofaj/gaiko/oda/shiryoyosan.html>

<sup>21</sup> JICA Annual Report 2021

G	Project for Introduction of Clean Energy by Solar Electricity Generation System	July 2010
G	Project for Rehabilitation of Power Supply in Dili	July 2004 (Completed)
G	Project for Rehabilitation of Power Distribution Network in Dili	November 2003 (Completed)
[Agriculture and Rural Development]		
T	Project for Agriculture Master Plan and Irrigation Development Plan	September 2013 to May 2015
T	Irrigation and Rice Cultivation Project in Manatuto	November 2010 to November 2015 (Completed)
T	Project for Increasing Farmers Households' Income through Strengthening Domestic Rice Production in Timor-Leste	September 2016 to December 2023
G	Project for Rehabilitation and Improvement of Maliana 1 Irrigation System	August 2007 (Completed)
G	Project for Rehabilitation and Improvement of Buluto Irrigation Scheme	December 2013 (Completed)
[Preservation of the Natural Environment]		
T	Project for Community-Based Sustainable Natural Resource Management	December 2010 to October 2015 (Completed)
T	Project for Community-Based Sustainable Natural Resource Management Phase 2	August 2016 to February 2022 (In progress)
T	Community-based integrated watershed management in Laclo and Comoro river basins	November 2005 to March 2010
T	Capacity Development for Establishing Medical Supply Chain and Service Delivery under the Influence of COVID-19	May 2021 to July 2022
G	Project for Human Resource Development Scholarship	October 2018/June 2019/August 2020

#### 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>22</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>23</sup>.

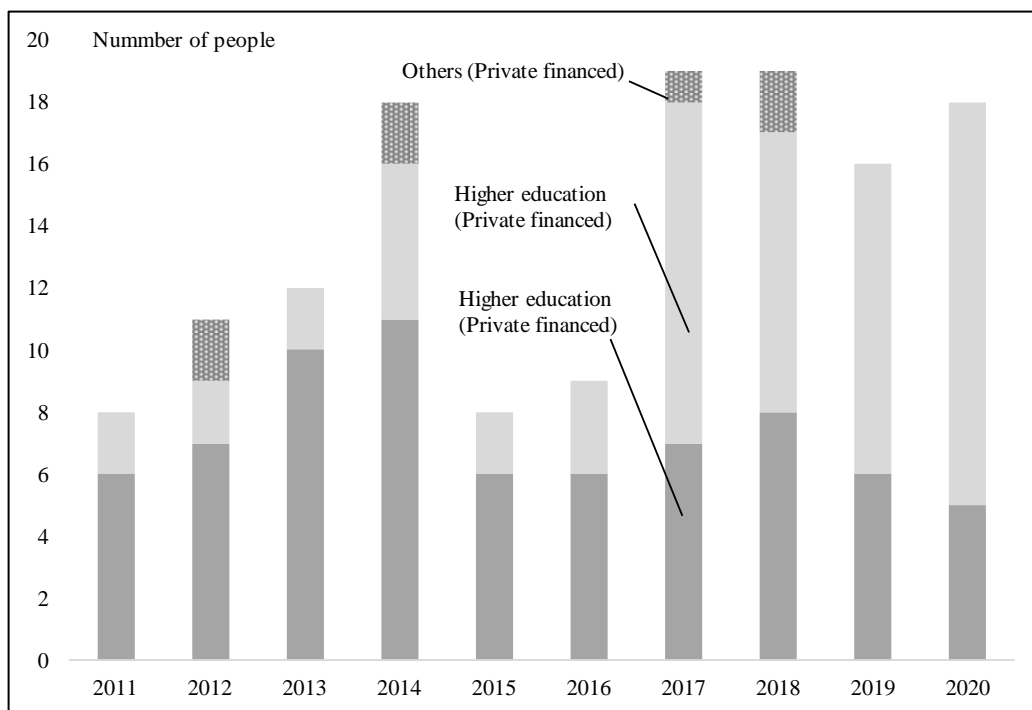
By country, the vast majority of international students are from Asia, accounting for 95.1%. Of Asian countries, 80% of all international students are from the highest four: China (94,063), Vietnam (38,592), Nepal (16,500), and South Korea (13,652). In other words, the majority of all international students in Japan are from only a few specific countries.

Within this context, there are only 18 international students from Timor-Leste, including both Japanese government scholarship students and privately financed students (2020). Although the number of international students remains low compared to other countries, it has risen from only seven in 2006 (one scholarship and six privately financed) to around 20 a year in recent years.

<sup>22</sup> Result of International Student Survey in Japan, 2021, March 2022, Japan Student Services Organization (JASSO)

<sup>23</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)

Almost all international students from Timor-Leste are on a Japanese government scholarship such as the Japanese government scholarship (for overseas) students program or the JICA long-term training and the JDS program. In the data obtained, the category of privately financed international student includes JICA long-term training participants and JDS international students. The number of international students from Timor-Leste being stuck at around 20 suggests that the number of privately financed international students who are not receiving international student assistance from the Japanese government is not increasing. Although there are many privately financed international students from other ASEAN countries studying at Japanese-language schools, there has been only one from Timor-Leste, and that was in 2018. As for privately financed international students at schools other than higher education, two each in 2012 and 2014 and one each in 2017 and 2018 enrolled in a vocational school.



**Figure 3 The Number of Students from Timor-Leste**

The table below summarizes the international student projects for Timor Leste by the Japanese government. However, among them, the projects that regularly accept international students are three projects "The Japanese Government (Monbukagakusho) Scholarship", "Long Term Training Program" and "International Exchange Program (Acceptance of Foreign Cadets)", except for JDS.

**Table 12 Japanese government's scholarship programs**

Organizations	Project	Purpose
<b><u>Ministry of Education, Culture, Sports, Science and Technology (MEXT)</u></b>	<b><u>The Japanese Government (Monbukaga)</u></b>	<b><u>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.</u></b>
Japan Society for the Promotion of Science (JSPS)	JSPS Fellowship Programs for Overseas Researchers	To support the progress of research by individual foreign research Fellows, as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.
	RONPAKU (Dissertation Ph.D.) Program	To support outstanding researchers from Asian and African nations in obtaining Ph.D. from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries.
Ministry of Foreign Affairs (MOFA)	Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP)	To provide middle managers in developing countries with opportunities to study in Master's degree courses in development-related areas in Western countries, Japan, etc. The project has been administered with donations from the Japanese government for longer than 25 years. More than 5,000 people have received the scholarship so far and more than 200 million dollars has been spent by the Japanese government. The project is intended for personnel in both the government and the private sector.
	Japan-IMF Scholarship Program for Asia (JISPA)	This is a scholarship system run in Tokyo by the IMF Regional Office for Asia and the Pacific, based on aid from the Japanese government. The scholarship is offered in order to contribute to the reinforcement of government capabilities in macroeconomic and financial policy planning and implementation, with the aim of training young administration officer 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).
	Asian Development Bank - Japan Scholarship Program (ADB-JSP)	For developing countries who are members of ADB, the program offers opportunities to obtain degrees in development-related fields in 27 designated graduate schools in 10 countries in the Asia-Pacific region. It was established in April 1988, and the Japanese government has spent more than 100 million dollars. More than 2,700 people from 35 member countries have received the scholarship. About 300 people receive the scholarship every year.

<u>JICA</u>	<u>Long Term Training Program</u>	<u>A technical cooperation program to accept outstanding young human resources from counterparts to JICA projects in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.</u>
<u>National Defense Academy</u>	<u>International Exchange Program(Acceptance of Foreign Cadets)</u>	<u>Starting with Thailand in 1958, accepting cadet candidates from 13 countries of Singapore, Malaysia, Philippines, Indonesia, Mongolia, Vietnam, Republic of Korea, Romania, Cambodia, India, Lao People's Democratic Republic and Timor-Leste as international students. The academy began accepting cadets of Timor-Leste from 2010.</u>

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

Japanese-government-sponsored scholarship programs for international students including Timor-Leste started in 1954. Young Leaders Program (YLP) and Research Student are scholarship programs of graduate school same as JDS. However, currently there is no dispatch experience by YLP in Timor-Leste. For the breakdown of MEXT, the total number of accepted student from 2008 to 2020, master's studies were 32 and Ph.D. studies were 9.

**Table 13 Acceptance record (enrollment status) under the government-sponsored scholarship<sup>24</sup>**

Program	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
Ph.D.	0	1	2	2	1	1	1	1	0	0	9
Master	4	2	3	5	4	2	2	4	3	3	32

<sup>24</sup> Japan Student Services Organization (JASSO) "H18-R2 Changes in the number of international students from Timor Leste (national expense, private expense, by stage of enrollment)"



**Table 14 Overview of Research Student and YLP in MEXT Scholarship Program**

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

### (3) JICA Project

The projects for accepting international students by JICA are as follows. Under the SDGs Global Leader Program and Technical Cooperation Program, JICA long-term trainees, some students from Timor Leste are studying in Japan, but the number of international students from JDS is the highest.

**Table 15 International Students for the JICA Scholarship Program in Timor Leste (2021)**

Types of training	Program	Number of people
Long term training	JDS ( the main target is civil servants of major ministries )	8
	SDGs Global Leader	2
	Agri-Net	1
	Knowledge Co-Creation Program	1
		Total : 12

**(4) Local alumni association activities**

There are currently two alumni associations that have been established for people in Timor-Leste who have studied in Japan: one organization supported by the Embassy of Japan in Timor-Leste and one supported by the JICA Timor-Leste Office.

The Japan Alumni Association that is supported by the Embassy of Japan in Timor-Leste was established in 2016 and began full-scale activities in 2018. In March 2018, the Embassy of Japan held an alumni association reception that was attended by around 50 people including cadets who studied at the National Defense Academy of Japan and JICA long-term training participants. At a meeting held the same month, seven members were elected to the Alumni Association Preparatory Committee. The committee discusses topics concerning future policies, articles of incorporation, and the association logo as well as topics like selection of Japanese government scholarship students and support for pre-departure orientation.

The alumni Association supported by the JICA Timor-Leste Office was established in March 2019 as the Timorese JICA Alumni Association (TJAA)<sup>25</sup>. The JICA Timor-Leste Office provides funding called Mini-Grants with which the TJAA has held 10 projects to resolve social issues such as the Purchase Cooking Equipment for Community Kitchen in Aileu project, the Provision of Medical Equipment for Public Health Activities on Maternal and Child Care in Suco Liurai, Aileu, project, and the Socialization on CBNRM Mechanism (PULP Activities) in Fato-Bolo Village, Hatolia B, Ermera Municipality project.

Although not alumni associations for international students, JENESYS Alumni Timor-Leste was established in 2017 by participants in the JENESYS (Japan-East Asia Network of Exchange for Students and Youths) Programme to develop Japan's foreign policy and promote Japan.

**1-4-3. Situation of Private Cooperation and Exchange****(1) Overview**

Japan's private partnerships and exchange with Timor-Leste are sparse compared to with other countries. There are 2,887,116 foreign nationals in Japan<sup>26</sup> (2020), of whom 37 are from Timor-

<sup>25</sup> "TJAA Annual Meeting JFY-2021 was held" (April 5, 2022), JICA Timor-Leste Office

<sup>26</sup> Number of foreign nationals in Japan as of the end of 2020 (March 31, 2021), Immigration Services Agency of Japan

Leste (31 on a student visa)<sup>27</sup>. There are 99 Japanese expatriates in Timor-Leste<sup>28</sup> and five bases of Japanese companies<sup>29,30</sup>. This is far fewer than other ASEAN countries with a low Japanese presence like Brunei that has bases of 17 Japanese companies and Laos that has 174<sup>31</sup>.

As for trade with Japan, Timor-Leste exports natural resources. The total amount of imports and exports between Japan and Timor-Leste in 2021 was about 7.3 billion yen in exports from Timor-Leste to Japan and 1 billion yen from Japan to Timor-Leste, creating a trade surplus for Timor-Leste<sup>32</sup>. Over 98% of exports from Timor-Leste, equal to about 7.2 billion yen, is natural resources. In the natural resources sector, companies like Osaka Gas, Tokyo Gas, the Tokyo Electric Power Company, and INPEX Corporation have invested in petroleum and gas development along the border between Timor-Leste and Australia. Although there are examples of Japanese companies contributing<sup>33</sup>, there is little private investment in other sectors like is seen in other ASEAN countries.

Meanwhile, there are many examples of private partnerships with JICA projects and partnerships to support the diversification of industry in Timor-Leste as well as organizations carrying out cultural exchange with Timor-Leste and grassroots activities in Japan. The current phase of Japanese companies establishing branches in Timor-Leste through projects aimed at achieving SDGs and partnerships with JICA projects, while grassroots activities are deepening exchange between Japan and Timor-Leste on a grassroots level. The following is a description of these private partnerships and exchange.

## **(2) Case of Private Cooperation and Exchange**

### **1) Synergistic effects with JICA projects (public-private partnership)**

As examples of the synergy between Japanese companies and JICA projects, Osaka Gas that invests in the development of Greater Sunrise gas fields in Timor-Leste gives scholarships to UNTL Faculty of Engineering, Science and Technology students through its international foundation<sup>34</sup>. In July 2020, a scholarship presentation ceremony for students in the UNTL Faculty of Engineering, Science and Technology was held and attended by the director-general of the Ministry of Secondary Education and the president of the UNTL from the Timor-Leste side and

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<sup>27</sup> Foreign nationals in Japan by country/region and status of residence (purpose of residence) June 2021, e-stat

<sup>28</sup> Statistics on Japanese nationals residing overseas January 24, 2022, Ministry of Foreign Affairs

<sup>29</sup> Three of which were companies established by Japanese nationals who traveled to Timor-Leste and two of which were based on already established Japanese companies.

<sup>30</sup> Number of Japanese companies with overseas branches July 20, 2021, Ministry of Foreign Affairs

<sup>31</sup> As for other ASEAN countries, there are 5,856 branches of Japanese companies in Thailand, 2,120 in Vietnam, 1,959 in Indonesia, 1,418 in Philippines, 1,230 in Malaysia, 966 in Singapore, 549 in Myanmar, and 403 in Cambodia.

<sup>32</sup> Trade Statistics of Japan (all of 2020), Ministry of Finance, Japanese exports were about 800 million yen and imports were about 100 million yen in 2018, Japanese exports were about 800 million yen and imports were about 1.1 billion yen in 2019, and Japanese exports were about 700 million yen and imports were about 1.9 billion yen in 2020. The trade balance with Japan has been a surplus since 2019.

<sup>33</sup> "Industry perspective in Timor-Leste and business opportunities for Japanese companies," May 2015, Embassy of Japan in Timor-Leste

<sup>34</sup> Osaka Gas Foundation of Cultural Exchange  
[http://www.osakagas.co.jp/company/press/pr\\_2018/1269517\\_37838.html](http://www.osakagas.co.jp/company/press/pr_2018/1269517_37838.html)

by the Japanese Ambassador and the director of the JICA Timor-Leste Office from the Japan side. Newspapers, TV, and other local media introduced the activities along with Japanese partnerships.

As mentioned above, JICA provides Grant Aid and Technical Cooperation assistance to the UNTL Faculty of Engineering, Science and Technology and supports both development of infrastructure at the school and development of faculty members. In addition to JICA activities, through the student scholarship support to students in the UNTL Faculty of Engineering, Science and Technology from Osaka Gas, public-private partnerships may deepen mutual understanding with Timor-Leste and further strengthen the relationship between Japan and Timor-Leste<sup>35</sup>.

## 2) Contribution to promoting diversification of industry (support for fair trade)

One example of activities carried out by a Japanese company aiding in the diversification of industry that is being promoted by the Timor-Leste government is the fair-trade activities of Zensho Holdings. The company has been partnering with NGOs like Peace Winds Japan and PARCIC since 2007 to buy coffee from associations of coffee producers in Timor-Leste<sup>36</sup>. Agriculture is one of the key industries proposed in the Timor-Leste Strategic Development Plan, and coffee is one agricultural industry with great potential. In March 2022, the company launched sale of Think Earth Coffee in Japan as its first coffee brand containing coffee from Timor-Leste. The company is also considering expanding to supermarkets and offering it at its restaurant chains<sup>37</sup>. Another activity is an NGO from Japan holding tours to visit coffee producers. The coffee industry has great agritourism potential.

## 3) Grassroots exchange in Japan

An example of grassroots exchange with Timor-Leste in Japan is the activities of the Asosiasaun Lorosa'e-Nippon. The association was established in 2013 to help promote mutual understanding between the people of Japan and Timor-Leste and promote friendship and goodwill, cultural exchange, trade, and economic partnerships<sup>38</sup>. The chairperson is Iwao Kitahara who is the former Japanese ambassador in Timor-Leste. The association distributes regular newsletters about Timor-Leste and plans study tours in the country, helping develop a human network between Timor-Leste and Japan.

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

Other key donors to Timor-Leste are Australia, the United States, Portugal, New Zealand, and South Korea. The country has especially strong ties with its neighbor, Australia. During the 2006

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<sup>35</sup> JICA Timor-Leste Office

<https://www.jica.go.jp/easttimor/office/information/event/20200723.html>

<sup>36</sup> Zensho Holdings

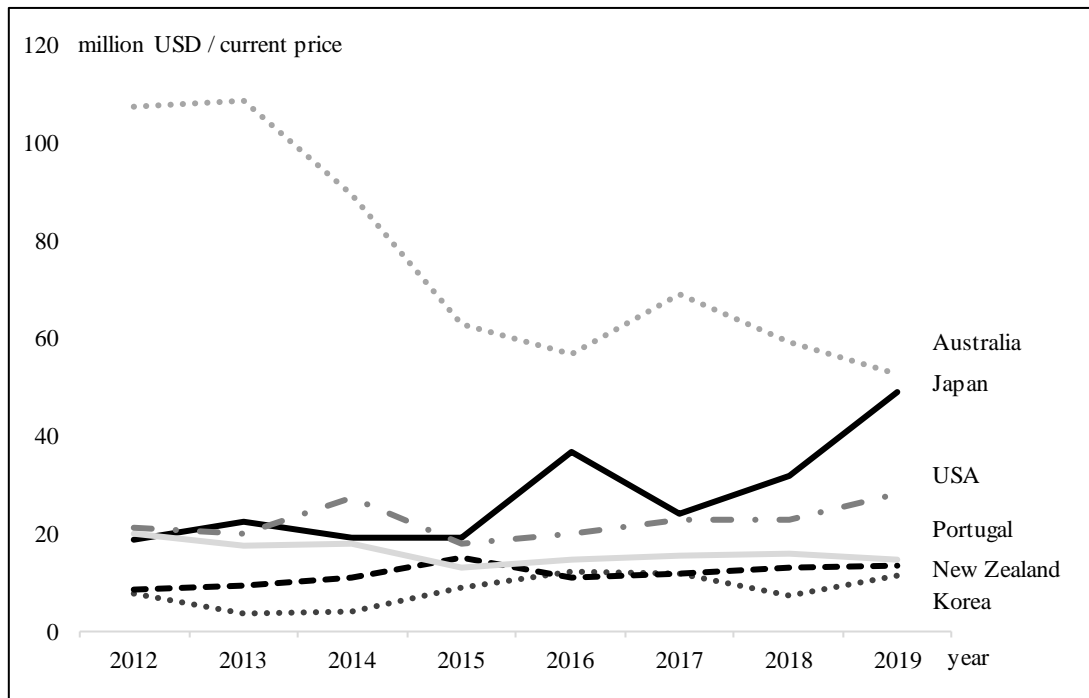
<http://www.zensho.co.jp/jp/>

<sup>37</sup> "Zensho HD's first coffee brand available in supermarkets in Tokyo from the 28th" March 25, 2022, Yomiuri Shimbun Online

<https://www.yomiuri.co.jp/economy/20220325-OYT1T50185/>

<sup>38</sup> Asosiasaun Lorosa'e-Nippon <http://www.lorosae.org/>

East Timorese riots, Australian forces were sent to Timor-Leste as the core of UN multinational forces to help de-escalate the crisis in Timor-Leste. Then, in March 2018, based on a UN Convention on the Law of the Sea procedure, the Timor-Leste and Australia agreed to resolve issues concerning the maritime border and the distribution of income from the gas fields located in the waters between the two countries that had been an ongoing fight for many years.



**Figure 4 Changes in aid expenditure of major donors to Timor-Leste (Dollars in millions, based on aggregate spending)**

In Timor-Leste, aside from the United States and Australia, there are scholarship programs from various Portuguese-speaking countries like Portugal and Brazil, and there is fierce competition among donors to recruit the best international students. Similar to the JDS program, there is a Korea International Cooperation Agency (KOICA) scholarship program that is a scholarship program primarily for educating government officials. The Australia Awards Scholarship is the biggest competitor for the JDS program that actively recruits public servants for study abroad.

In an interview with a public servant who decided to study abroad on an Australia Awards Scholarship, the person said that one benefit of that scholarship program was that, while the Australia Awards Scholarship sets the same priority areas for Bachelor's degree program as the JDS program, meaning that those areas were the only ones students could apply to for undergraduate programs, there are no designations for university or specialist for the master's degree program, students to apply to the university they want. Although that public servant was aware of the JDS program, he/she was under fixed-term employment, not regular employment, and thus not the target of JDS recruitment. While regular employed public servants are generalists, fixed-term public servants gain skills and experience in specific areas as specialists, eliminating

fears of a loss of employment opportunities. For this reason, that public servant plans on leaving his/her current job when going to study in Australia. As recruitment for the Australia Awards Scholarship program is not focused solely on public servants, its target scope does not greatly overlap with that of the JDS program.

In an interview with a person from Timor-Lest who studied abroad using a Chinese government scholarship, they said that the scholarship was initially only for government employees but was later opened to the public due to lack of interest. Being the latter, the person applied and was accepted. Not limited to Timor-Leste, the scholarship program was established by President Xi Jinping as a strategic program under China's Belt and Road Initiative and is run by the Chinese Ministry of Foreign Affairs and Ministry of Commerce. Through this program, international students have a chance to visit private companies and private Chinese companies can introduce their company's products to the other countries. In addition to educational programs at university, there is also a unique program that teaches about the history of China's development.

**Table 16 Scholarship Programs run by other donors in Timor-Leste**

Program	Eligibility	Degree	Field
Australia Awards Scholarship <sup>39</sup>	Public	Bachelor's, Master's, PhD	Various fields <sup>40</sup> (2023 acceptance)
KOICA Scholarship (South Korea) <sup>41</sup>	Public servants	Master's	7 fields including socioeconomics, climate change, infection control, and digital innovation (2022 acceptance)
Portugal scholarship	Public, public servants	Bachelor's, Master's, PhD	Various fields
Chinese government scholarship	Public	Bachelor's, Master's, PhD	Various fields
Scholarships from Timor-Leste <sup>42</sup>	Public, public servants	Bachelor's, Master's, PhD	Various fields

<sup>39</sup> Australia Awards Scholarship (Information for 2023 acceptance)

<https://www.dfat.gov.au/sites/default/files/australia-awards-timor-leste-information-for-intake.pdf>

<sup>40</sup> Although some countries set priority fields for selection, there were none set by Timor-Leste for 2022-2023.

<sup>41</sup> KOICA Scholarship (Information for 2022 acceptance)

[https://clac-lacac.org/wp-content/uploads/2022/02/BE-ROK2022\\_InstruccionesAplicacion.pdf](https://clac-lacac.org/wp-content/uploads/2022/02/BE-ROK2022_InstruccionesAplicacion.pdf)

<sup>42</sup> FDCH will open the scholarships to 30 candidates of Public Servant

<http://www.tatoli.tl/en/2022/01/14/fdch-will-open-the-scholarships-to-30-candidates-of-public-servant/>

## **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 target country and Country Assistance Policy for Timor-Leste 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).

In Timor-Leste, the JDS framework was formulated and agreed upon by INAP under the confirmation with the Operating Committee members in the field survey conducted from December 2021. Under the new framework, each development issue and accepting university are being reviewed from the current phase based on the development plan of Timor-Leste, the Country Assistance Policy for Timor-Leste, and the needs of the target organizations. Furthermore, it was agreed to start accepting doctoral students from the next phase, up to one slot each year.

#### **2-1-1 Basic Design of the Project**

In the local survey conducted in December 2021, the priority areas of assistance, development issues, and expected research themes for the JDS Timor-Leste were determined based on the target country's national development plan, Japan's development cooperation policy for Timor-Leste, and the human resource development needs of the Timor-Leste 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 civil servants and to address Timor-Leste's development challenges and support for joining ASEAN members.

**Table 17 JDS Timor-Leste framework (intake in FY2023 to 2026)**

JDS priority areas of assistance (Sub-program)	JDS development issues (Component)	Research theme	No. of slots
1. Improving Administrative Ability and Institution Building	1-1. Improvement of Public Administration and Legal System	Public sector reform, Public fund management (PFM), Public policy planning system development, decentralization of authority	2
	1-2. Improvement of Service Delivery	Proposal of policies to improve the quality of public services provided to citizens	2
2. Promotion of Industrial Policy		Petroleum resources, electronics, information, civil engineering, machinery	1
3. Promotion of Environmental Policy and Natural Resource Management		Environmental issues including climate change	2

**Table 18 Comparison of current phase (FY2018 to 2022) and next phase (FY2023 to 2026)**

<Framework of current phase (FY2018 to 2022)>

Sub-program (SP)	Component (CP)	No. of people	Target organizations
1 Improving Administrative Ability and Institution Building	1-1 Improvement of Public Administration and Legal System	2	All ministries and agencies, and some public sector organizations
	1-2 Improvement of Service Delivery (Health / Education)	2	
2 Rural and Industrial Development	2-1 Rural and Industrial Development (Mainly Tourism)	2	
3 Improvement of Transportation / Urban Environment Development	3-1 Improvement of Transportation / Urban Environment Development	2	

<Framework of the next phase (FY2023 to 2026)> + **one slot for a doctoral degree**

Sub-program (SP)	Component (CP)	No. of people	Target organizations
1. Improving Administrative Ability and Institution Building	1-1. Improvement of Public Administration and Legal System	2	All ministries and agencies, and some public sector organizations <b>However, key subject organizations will be set for each field</b>
	1-2. Improvement of Service Delivery ( <b>Health/Education</b> )	2	
<b>2. Promotion of Industrial Policy</b>		<b>1</b>	
<b>3. Promotion of Environmental Policy and Natural Resource Management</b>		<b>2</b>	

Note: Changes from the current phase are shown in bold type

(1) **Number of slots accepted, development issues (components), research themes**

1) Number of slots accepted

The number of slots accepted for JDS Master's Program will change from the eight in the current



phase to seven. However, one slot for JDS Doctoral Program will be added in the next phase. Therefore, adding the number for JDS Master's Program and Doctoral Program, the total number of slots will remain unchanged.

Timor-Leste requested that in addition to the additional slot for JDS Doctoral Program, the number of slots for JDS Master's Program be maintained. However, the Japanese side explained that the number of slots from other countries under the JDS has generally decreased and that as a new slot will be added for JDS Doctoral Program from Timor-Leste, Japan considers that the scale of the project in Timor-Leste is expanding. Japan also explained that if it is proved that there are a large number of applications in the next phase and excellent JDS Fellows can be obtained, there will be room to consider increasing the number of slots after the next phase, and agreement was reached. The competition rate of applicants for the master's program in the current phase of 3 years, which has been implemented so far, has reached more than 3 times, and the number of applicants for the 7 master's programs is reasonable.

**Table 19 Number of applicants for the current phase 3 years**

	2018		2019		2020	
	applicants	percentage	applicants	percentage	applicants	percentage
1-1 Improvement of Public Administration and Legal System	14	35.9%	16	42.1%	10	33.3%
1-2 Improvement of Service Delivery (Health / Education)	9	23.1%	6	15.8%	7	23.3%
2-1 Rural and Industrial Development (Mainly Tourism)	7	17.9%	8	21.1%	6	20.0%
3-1 Improvement of Transportation / Urban Environment Development	9	23.1%	8	21.1%	7	23.3%
Total	39	100.0%	38	100.0%	30	100.0%

Regarding the allocation of slots, there will be one slot for "2. Promotion of industrial policy" and two slots in each of the other fields. The survey team were able to confirm a level of need for all components from the questionnaires and hearings with target organizations, however, it was decided to establish one slot for "Promotion of industrial policy," which has a limited number of target organizations because it is in the field of engineering.

In addition, initially it was envisaged that the key target organizations would be the Faculty of Engineering at the National University of Timor-Leste which has received support under the Project for Capacity Development of the Faculty of Engineering, Science and Technology, the National University of Timor-Leste. However, almost all of the teaching staff in the university's Faculty of Engineering already have master's degrees, negating the need for a slot for a master's program participant. The results of the survey of the needs of each organization according to their

questionnaires are as follows.

**Table 20 Needs for each component at each target organization**

Component	Priority 1	Priority 2	Priority 3
1-1. Improvement of Public Administration and Legal System	<b>12 Organizations</b> (Ministry of Agriculture, National universities, Ministry of State Administration, Ministry of Petroleum and Mineral Resources, National Parliament, Ministry of Foreign Affairs and Cooperation, Ministry of Justice, Anti-corruption Commission, Autonomous Service of Medicines and Medical Equipment, INAP, Civil Aviation Authority, Port Authority)		<b>1 Organization</b> (Ministry of Health)
1-2. Improvement of Service Delivery	<b>7 Organizations</b> (Ministry of Agriculture, National universities, Timor-Leste Electricity Public Company, Ministry of Petroleum and Mineral Resources, National Parliament, Ministry of Foreign Affairs and Cooperation, Autonomous Service of Medicines and Medical Equipment)	<b>5 Organizations</b> (Ministry of State Administration, Ministry of Justice, Anti-corruption Commission, INAP, Port Authority)	<b>3 Organizations</b> (TIMOR GAP, Ministry of Health, Civil Aviation Authority)
2. Promotion of Industrial Policy	<b>2 Organizations</b> (TIMOR GAP, Ministry of Health)	<b>2 Organizations</b> (Ministry of Agriculture, Civil Aviation Authority)	<b>1 Organization</b> (Port Authority)
3. Promotion of Environmental Policy and Natural Resource Management	<b>4 Organizations</b> (Ministry of Agriculture, National universities, Ministry of Foreign Affairs and Cooperation, Autonomous Service of Medicines and Medical Equipment)	<b>2 Organizations</b> (TIMOR GAP, Ministry of Health)	<b>3 Organizations</b> (Ministry of State Administration, Anti-corruption Commission, INAP)

2) Development issues (components), research themes

At the meeting with Japan side before the field survey, it was arranged that JDS will mainly target human resources who will be responsible for responding to ASEAN accession from the viewpoint of strengthening bilateral relations. Therefore, there were changes in the components of three of the four fields in the current phase. The only field that has not changed from the current phase is "1-1. Improvement of Public Administration and Legal System." The background to the changes

in the other three fields from the current phase is as follows.

**"1-2. Improvement of service delivery"**

The title of "Improvement of service delivery (Health/education)" in the current phase was changed to simply "Improving service delivery" in the next phase. In the current phase, due to the specific focus on the fields of health and education, more applications were received from doctors, pharmacists, and teaching staff in technical positions than from administrative officers in general positions. In the next phase, the name was changed slightly in order to attract more applications from administrative officers in a wide range of fields who are responsible for administrative services, rather than technical personnel.

**Table 21 Ratio of applicants in technical positions in the current phase in "Improvement of service delivery (Health/education)"**

	Applicants	Technical positions (doctors, pharmacists, teaching staff)	Ratio (%)
Period 1	9	4	44%
Period 2	6	4	67%
Period 3	7	5	71%

**"2. Promotion of industrial policy"**

The component has been changed from "Improvement of Transportation / Urban Environment Development" in the current phase to "Promotion of industrial policy" in the next phase to accept more applicants in a wide range of engineering fields such as petroleum resources, electronics, information, civil engineering, and machinery. In addition, as the current phase focused on establishment of infrastructure, this field was supported by JICA long and short term training. Therefore, by changing the name and focus the field was able to ensure demarcation with JICA long-term training projects.

**"3. Promotion of environmental policy and natural resource management"**

From the perspective of SDGs and selecting people with high diplomatic significance and an operational perspective, this component aims to develop administrative officers who can respond to climate change and global issues. In addition, in the component of the current phase "Rural and Industrial Development (Mainly Tourism)", JDS have accepted applicants specializing in tourism, which is one of the main industries of Timor Leste. In the next phase, this component will be specialized in engineering rather than tourism, so ecotourism and local tourism, which will be attracting attention in Timor Leste in the future, will be included in this component, and it is expected to be widely applied in the field of environment in general.

**(2) Target Organizations**

As with the current phase, it was agreed that the targets would be permanent civil servants in all

ministries, in order to ensure a large number of excellent candidates who are civil servants.

In addition, Timor-Leste has two national universities (The National University of Timor-Leste and Polytechnic Institute of Betano), and teaching staff of these universities are also civil service members of the Ministry of Higher Education, Science and Culture. As there have been many cases where teaching staff of the national universities have been appointed as ministers and vice-ministers, the teaching staff were also targets in the current phase, and it was decided that the teaching staff of the national universities would continue to be targets in the next phase as the same career path was confirmed in this survey.

In addition, from the third period in the current phase, permanent civil servants of four administrative organizations under the umbrella of ministries were added as targets<sup>43</sup>. From the fourth period, there are plans to add a further five administrative organizations as targets. In the next phase also, the administrative organizations added as targets in the current phase will continue to be targets, and other administrative organizations may also be added in consideration of the purport of JDS, relevance to JICA projects and contributions to strengthening ties between our two countries.

**Table 22 Changes in target organizations in the current phase**

	Target organizations
Period 1 (2018)	Permanent civil servants at all Timor-Leste ministries (including teaching staff of the National University of Timor-Leste and the Polytechnic Institute of Betano)
Period 2 (2019)	Permanent civil servants at all Timor-Leste ministries (including teaching staff of the National University of Timor-Leste and the Polytechnic Institute of Betano)
Period 3 (2020)	[All components] Permanent civil servants at all Timor-Leste ministries (including teaching staff of the National University of Timor-Leste and the Polytechnic Institute of Betano) [Components 2 and 3 only] <b><u>Permanent staff at the following organizations may also apply; Administration of Airports and Air Navigation of Timor-Leste (ANATL), Port Authority (APORTIL), Civil Aviation Authority (AACTL), Institute of Petroleum and Geology (IPG)</u></b>
Period 4 (2021)	[All components] Permanent civil servants of all Timor-Leste ministries (including teaching staff of the National University of Timor-Leste and the Polytechnic Institute of Betano) [Components 2 and 3 only] Permanent staff at the following organizations may also apply; Administration of Airports and Air Navigation of Timor-Leste (ANATL), Port Authority (APORTIL), Civil Aviation Authority (AACTL), Institute of Petroleum and Geology (IPG), <b><u>Timor-Leste Electricity Public Company (EDTL), National Authority for Water and Sanitation Public Institute (ANAS), Water supply management (Bee Timor), National Authority of Electricity (ANE), TIMOR GAP</u></b>

<sup>43</sup> In recent years, Timor Leste has tended to publicize government functions that provide public services. These public corporations are responsible for providing public and social services, and are in line with the purpose of JDS because they are deeply involved in policy making in cooperation with the competent ministries. At the first operating committee meeting held on September 18, 2020, the INAP presented a proposal to target all administrative agencies, not just ministries, but it was finally agreed to target some administrative agencies in response to the opinion that each target organization should be recognized.

Note: Newly added organizations are shown in underlined bold type.

### (3) Accepting universities

Ahead of this preparatory survey, JICA announced the anticipated fields of study and development issues in the JDS Timor-Leste 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, a total of 16 proposals were submitted from 10 graduate schools at 9 universities.

JICA evaluated the hosting proposals submitted by each university in accordance with the evaluation guidelines on items such as the content of the proposals and the past record of accepting international students including JDS Fellows. Subsequently, in the field survey, the survey team presented the Japanese universities that were most highly evaluated from among the Japanese universities that had submitted proposals for each component to the Timor-Leste government side and explained the characteristics of the universities. As a result, agreement was reached on the accepting universities and number of slots in accordance with the evaluation of the Japanese side, as shown in the table below.

**Table 23 Accepting Universities of JDS Timor-Leste (Maximum number of slot is seven (master's degree))**

JDS priority areas of assistance (Sub-program)	JDS Development issues (Component)	University	Graduate school	Number of people
1. Improving Administrative Ability and Institution Building	1-1. Improvement of Public Administration and Legal System	<u>Hiroshima University</u>	<u>Graduate School of Humanities and Social Sciences</u>	2
	1-2. Improvement of service delivery	International University of Japan	Graduate School of International Relations	2
	<u>2. Promotion of Industrial Policy</u>	<u>Gifu University</u>	<u>Graduate School of Natural Science and Technology</u>	<u>1</u>
	<u>3. Promotion of Environmental Policy and Natural Resource Management</u>	<u>Hiroshima University</u>	<u>Graduate School of Advanced Science and Engineering</u>	2

Note: Field, universities and number of slots changed from the current phase are in underlined bold letters.

In the next phase, Graduate School of Humanities and Social Sciences, Hiroshima University will accept JDS fellows for "1-1. Improvement of Public Administration and Legal System". This university's academic programs, which JDS Fellows are expected to acquire advanced policy-making abilities related to public policy and become a practical and immediate force for policy implementation after returning to Timor Leste, were highly evaluated. In addition, the abundant track record of accepting JDS Fellows was also highly evaluated.

Graduate School of Natural Science and Technology, Gifu University will accept JDS Fellows for "2. Promotion of Industrial Policy". The graduate school has a program where JDS Fellows can deeply learn the knowledge of natural sciences, and since the program is mainly aimed at international students, it was highly evaluated that a support system by faculty members can be expected.

In the component of "3. Promotion of Environmental Policy and Natural Resource Management", Graduate School of Advanced Science and Engineering, Hiroshima University will newly accept JDS Fellows. The graduate school was praised for its programs that can be learned from both aspects of environment and development, the themes that faculty members are working on include environmental policy and natural resource management, and the abundant acceptance of JDS international students from other countries.

In addition, Graduate School of International Relations, International University of Japan will continuously accept JDS Fellows in the component of "1-2. Improvement of service delivery". This graduate school has the ability to respond to cross-sectoral research related to the provision of various public services including education and health, and is highly evaluated in terms of its abundant acceptance record.

#### **(4) Considering acceptance in JDS Doctoral Program**

From the next phase, Japan proposed accepting one slot each year for JDS Doctoral Program, in addition to JDS Master's Program, and Timor-Leste agreed.

With the newly established slot for JDS Doctoral Program, the Timor-Leste Operating Committee said that they would like preference given to a member of the teaching staff from the National University of Timor-Leste or the Polytechnic Institute of Betano rather than an administrative officer. The reason given was that civil servants are ranked from Class A (highest) to Class G (lowest) and under the current administrative officer assessment system, acquisition of a doctoral degree does not count towards promotion, and therefore even if a civil servant acquires a doctoral degree, they will continue to be treated at staff level if their classification is low. Therefore, if civil servants are to be included as targets, they suggested that only the top two classes (A and B) be included. The detailed recruitment requirements will be decided by the first Operating Committee meeting in FY2022.

The background and results of the survey that led to the decision to accept a participant in JDS Doctoral Program are as follows.

##### 1) Needs of civil servants

When the survey team distributed a questionnaire to government organizations in Timor-Leste, 11 out of 21 organizations answered that there is a need for the establishment of a slot for JDS Doctoral Program. Furthermore, as a master's degree is a prerequisite to apply for a doctoral program, the number of people holding master's degrees at each organization was confirmed in

the questionnaire, and it was found that the number of master's degree holders at each ministry ranged from several to several dozen. Therefore, the certain level of need expressed by these target organizations and the potential number of applicants formed the basis of the decision to add one slot for JDS Doctoral Program.

**Table 24 Government organizations requesting the establishment of JDS Doctoral Program and the number of master's degree holders**

No.	Name of organizations	Field	Master's degree holders (Potential applicants)
1	Ministry of Agriculture	Forest Science/ Forest Management and Management of Hydrographic	8
2	Ministry of Education	Human Resources of Management and Management of Education	No response
3	Ministry of Health	Public Health	55
4	Ministry of Petroleum and Mineral Resources	Management of Administration	No response
5	National parliament	Economic Science, Human Security, Public Policy and environment issue.	10
6	Ministry of Transport and Communications	Transportation and Communication, Administration, Finance etc.	No response
7	Anti-corruption Commission	Analyze, written and research of Anti-Corruption	5
8	INAP	Public Administration and Legal System Reform, Modernization and Innovation in Public Administration (e-Government)	20
9	Civil Aviation Authority	Technical adviser in aviation, administration, management and other related areas. Bring Changes and innovation	2
10	Timor-Leste Electricity Public Company	No response	13
11	Environment Agency	No response	15

Furthermore, in the local survey, the survey team heard the opinions of a former JICA long-term trainee who had acquired a master's degree in Japan and had been promoted early, in his mid-forties, to the position of Director General of the Ministry of the Interior. He mentioned that if a doctoral degree was added to JDS Timor-Leste, he would be interested in applying himself. In addition, he was of the opinion that there are other former JICA long-term trainees who are interested in acquiring a doctoral degree in Japan, and that a certain number of applicants could be expected. Also, 1st batch JDS Returned Fellows also responded that they are interested in applying for JDS Doctoral Program after completing the JDS reinstatement period. As such, the survey team was able to confirm that there are high expectations for JDS Doctoral Program from people who have already studied in Japan and completed master's degrees.

2) Needs of teaching staff at national universities

As mentioned above, the Timor-Leste Operating Committee members requested that preference be given to the teaching staff of the National University of Timor-Leste and the Polytechnic

Institute of Betano as they have a significant need for a doctoral degree. However, in the recent JDS, it was also considered that considering the purpose of the JDS, it is not desirable to receive applications from teaching staff who are not administrative officers, and therefore the significance of targeting teaching staff in this preparatory survey was reconsidered.

The survey team had previously confirmed that there were cases in which teaching staff of national universities with specialized knowledge were appointed to key government positions. However, in the current study, the survey team was able to confirm several specific cases in which teaching staff of engineering faculties of national universities alone were appointed as ministers or key civil servants. Furthermore, since this included several key personnel who have acquired doctoral degrees, it was decided to include teaching staff of national universities as targets for JDS Doctoral Program as with JDS Master's Program.

**Table 25 Cases of teaching staff in the engineering faculties at national universities who currently hold key government positions**

Name	Position	Notes
Dr. Victor da C. Soares	Minister of Petroleum and Mineral Resources (former deputy minister for Higher Education, Science and Culture, <b>Doctorate in Portugal</b> )	Long-term trainee (Nagaoka University, Master's degree)
Mr. Mariano Renato M. da Cruz	National Development Agency (ADN) Director, (former vice-president of the Ministry of Public Works, former ministerial advisor)	Long-term trainee (Hiroshima University, Master's degree)
Mr. Gabriel Gaspar A. de Oliveira	President of the Institute of Petroleum and Geology	Short-term training participant (Kyushu University)
Dr. Paulo da Silva	EDTL Chairman	Long-term trainee ( <b>Nagaoka University, Doctorate</b> )
Dr. Ruben Jerónimo Freitas	National Electricity Authority Chairman	Short-term training participant ( <b>Gifu University, Doctorate by thesis</b> )
Mr. Jaime G. Soares	National Electricity Authority Vice President	Short-term training participant (Gifu University)
Mr. José Maria Xavier	National Electricity Authority Director	Short-term training participant (Nagaoka University, Gifu University)
Dr. Junior Raimundo da Cruz	National Electricity Authority Director	MEXT Scholarship by embassy recommendation ( <b>Nagaoka University, Master's, Doctorate</b> )

Note: As noted in bold letters, some of the key officials have doctoral degrees.



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

### (1) Operating Committee Members

During the survey, the implementation system, functions and roles of the Operating Committee were reconfirmed.

The Operating Committee consisted of five members from organizations of Timor-Leste (INAP, Civil Service Commission, Ministry of Higher Education, Science and Culture) and two Japanese organizations (Embassy of Japan in Timor-Leste and the JICA Timor-Leste office) at the beginning of the current phase. However, from the fourth year of the current phase, it was agreed that two members from Timor-Leste side (Ministry of Foreign Affairs and Cooperation, Human Capital Development Fund) would newly join the Operating Committee<sup>44</sup>.

**Table 26 Operating Committee Member**

Country	Role	Member
Timor-Leste	Co-Chair	INAP,
	Member	Civil Service Commission(CSC)
	Member	Ministry of Higher Education, Science and Culture (MHESC)
	<u>Member</u>	<u>Ministry of Foreign Affairs and Cooperation (MNEC)</u>
	<u>Member</u>	<u>Human Capital Development Fund (FDCH)</u>
Japan	Co-Chair	JICA Timor-Leste Office
	Member	Embassy of Japan in Timor-Leste

Note: New Operating Committee members are in underlined bold letters.

As the reason to invite two new Operating Committee, the following roles are expected.

#### 1) Human Capital Development Fund

The Human Resources Development Fund is a government agency that manages the budget for human resources development in various fields, which was established based on the "Strategic Development Plan 2011-2030". Since it is also the governing body for vocational training and the scholarship program budgeted from Timor-Leste, it can be expected to provide the latest information on the other scholarship and the Timor-Leste government's human resources development policy and to make recommendations to the JDS based on that policy.

#### 2) Ministry of Foreign Affairs and Cooperation

The purpose of JDS is "to play an active role as a human resource with the specialized knowledge gained while studying abroad in the planning and implementation of social and economic development plans in the country" and "to build the bilateral relationship between the two countries". The Ministry of Foreign Affairs and Cooperation is expected to approve JDS

<sup>44</sup> Prior to the preparatory survey, it has been agreed at the 2nd operating committee in 2020 held on April 20, 2021 to consult with the two organizations and request for joining the operating committee from 2021. The Human Resources Development Fund is a proposal from the Timor-Leste side, and the Ministry of Foreign Affairs and Cooperation is a proposal from the Japanese side.

candidates and propose follow-up measures for JDS Returned Fellows based on the achievement of the latter purpose from the perspective of strengthening bilateral relations and diplomatic contribution of JDS.

Since the Ministry of Foreign Affairs and Cooperation may have difficulty in nominating a specific Operating Committee member due to overseas business trips or frequent personnel changes, INAP has proposed that the Ministry of Foreign Affairs are not required to participate in the comprehensive interview for the time being and all members agreed it. As for the Human Resources Development Fund, the organization will participate in all JDS programs like the other committee members.

## (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 Committee. Since JDS is not a mere scholarship project but is an input for development, the Operating Committee in Timor-Leste is expected to provide active cooperation in the collection and screening of applications and use JDS Fellows effectively after they return home.

**Table 27 Role of Operating Committee**

Role	Details
Formulate the recruitment and selection plan	Based on national development plans of Timor-Leste and Japan's economic cooperation policy, the basic policy of recruitment activities for each fiscal year (priority development issues, slot allocation, application briefing method, etc.) will be determined. Selection principles for JDS Project in Timor-Leste 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 (JDS Master's Program)

Based on the framework agreed upon during the field survey in December 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 Timor-Leste 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 Timor-Leste. Details will be approved at the first Operating Committee of FY 2022.

**Table 28 Applicant Eligibility of the JDS Project in Timor-Leste (Tentative)**

item	Condition
Nationality	Citizens of Timor-Leste
Age	Between 22 and 45 as of April 1, in the year of dispatch
Academic Background	Possess a Bachelor Degree from universities authorized by the Government of Timor-Leste or other countries
Job Category	Currently employed in the target organizations as a full-time employee (Except contract staff)
Work Experience	Has at least 2 years of work experience in the target organizations at the time of application.
English Proficiency	Has proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61 (ITP 500-550) / IELTS 5.5 or higher is preferable.
Others	Those who are currently awarded or scheduled to receive another scholarship, and those who have already obtained a master's or higher degree overseas under the support of foreign scholarship are ineligible.
	Must well understand the objective of JDS Project, and should have a strong willingness to work for the development of Timor-Leste and contribute to the friendly relations between Timor-Leste and Japan after their return.
	Must not be serving in the military
	Must be in good health, both mentally and physically.

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

In the next phase, the method of application selection will be decided by the 1st Operating Committee based on the following objectives and basic policies.

##### **(1) Objectives**

In addition to allowing JDS Fellows to make policy and other decisions on development issues in their respective countries from a broad point of view based on high-level knowledge and research results, the objective of the JDS Doctoral Program is to develop human resources that lead international discussions as representatives of their respective countries and exert influences on domestic and foreign affairs from a global perspective by establishing a network of personal

connections worldwide. Another objective is to develop true leaders knowledgeable about Japan in the countries covered by JDS by encouraging them to build and evolve favorable relationships with Japan throughout the JDS Doctoral Program.

## **(2) Draft of Basic policy**

Aside from that for JDS Master's Program, the number of slots to be accepted is set at one. The slot for the JDS Doctoral Program is not considered a goal to be satisfied and is applied only if there are appropriate candidates for the course.

## **(3) Form of acceptance and treatment**

In principle, the upper limit to the period of support is three years<sup>45</sup>. The scholarship during the stay in Japan is granted in the same way as for government-financed research students in the doctor's course.

## **(4) How to collect and screen applications**

Apart from those for the regular JDS Master's Program, applications are collected and screened by the JDS Operating Committee for decision. Applicants are required to obtain the prior approval of the organization with which they are affiliated and the accepting university (and required documents such as guidance plans and letters of recommendation) and submit an application together with a set of application documents and research plans.

Applications are screened by the JDS Operating Committee. If the number of applicants is three times the acceptance quota or larger, Operating Committee conducts document screening. Later, the Operating Committee interviews the selected applicants and decides a short list of candidates.

Unlike JDS Master's Program, the JDS Doctoral Program requires final applicants to submit an application to the university to which they apply and take entrance examinations there. If they fail to pass the examinations, their right to study there under JDS will be revoked. This does not necessarily mean that each year one JDS Fellow is admitted to a Japanese university to study in the JDS Doctoral Program.

Timor Leste side commented that there should be a limit on the grades of civil servants who can apply and also inquired about the possibility of raising the age limitations. The details such as application requirements for JDS Doctoral Program will be discussed at the first Operating Committee in 2022.

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<sup>45</sup> The period can be extended by up to six months only if it is judged that the student concerned is highly likely to obtain a doctor's degree.

**Table 29 Applicant Eligibility of the JDS doctor's course in Timor-Leste (Tentative)**

Item	Condition
Nationality	Citizens of Timor-Leste
Age	Under 45 years old as April 1st in the year of dispatch
Academic Background	Obtained a Master's degree under JDS
Work Experience	Have returned to and served for the country for a certain years set by his/ her organization after completion of Master's Degree. Belong to the Target Group of JDS and his/ her research theme is relevant to the Development Issues of Timor-Leste
English Proficiency	Sufficient English ability to obtain a PhD from a Japanese graduate school
Others	Obtaining a letter of recommendation from the prospective supervisor (being able to confirm the possibility of graduation for three years)
	Must obtain a permission letter from his/her belonging organization
	Military personnel and military civilian employees registered on the active list, personnel on temporary leave from the active list, and personnel in compulsory military service are ineligible to apply for admission.
	Must be mentally and physically in good health
	Have published at least one peer-reviewed paper

## 2-2 Obligations of Recipient Country

In collecting and screening applications for JDS scholarships, INAP, 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 Timor-Leste 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 and Ph.D. thesis.

After the JDS Fellows return to Timor-Leste, 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 Timor-Leste 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 make 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 FY 2022 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 implementing agent to the government of Timor-Leste. The agent will conclude a contract with the government of Timor-Leste to implement 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	
1st Batch (Ph.D.)		R/S	A		R				
2nd Batch (Ph.D.)			R/S	A		R			
3rd Batch (Ph.D.)				R/S	A		R		
4th Batch (Ph.D.)					R/S	A		R	

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

**Figure 5 Implementation Process**

## 2-4 Recruitment and Selection Methods

### 2-4-1 Recruitment Methods

#### (1) Recruitment Tools / Materials

The implementing agent, contracted by INAP sets-up websites for recruitment activities and print posters and application guidelines as tools to reach out to many potential candidates. The number of copies, designs, etc. are to be decided and approved separately by the Operating Committee. In addition, various videos will be created to reinforce the provision of opportunities such as briefing sessions, and it will be effective for the promotion beyond geographical and time constraints.

In addition, JDS recruitment information will be posted on the website and SNS of the Embassy of Japan in Timor-Leste and JICA Timor-Leste office. Also, the information will be distributed to JICA experts assigned to ministries in Timor-Leste with cooperation from JICA Timor-Leste office.

## (2) Recruitment Methods

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

In addition, for regional departments of each target organization, the agent distributes recruitment information (posters/ application guidelines and application documents) using the smartphone application at the request of many ministries and local departments. Regarding the Components, which are considered to have difficulty to obtain applicants in particular, the agent disseminates information through a wide range of channels like JDS Returned Fellows, JICA long-term trainees, JICA officers and experts, etc., as well as approaching to the top management level of each ministry to ask cooperation on dispatching appropriate candidates to secure a certain number of applicants.

Due to the effects of the new coronavirus infection, the percentage of female applicants last year was low. Since the promotion of female participation is expected by INAP, measures will be taken to increase the number of female applicants. Specifically, since there are two women in the 1st JDS Returned Fellows, it is important to request them a cooperation such as encouraging their female colleagues to apply for JDS and if there are many interest from female civil servants, JDS will consider holding a recruitment briefing session for female civil servants.

**Table 30 Schedule of recruitment briefing sessions**

	Date	Venue
General recruitment briefing sessions	Mid-August (weekend)	INAP (Dili)
	Mid-August (weekend)	Provincial city
	Early September (weekend)	Provincial city
Recruitment briefing sessions at ministries	Mid-Late August (weekday)	Main target organizations (8-10 organizations)
Target organizations visit	Mid-Late August (weekday)	Other target organizations (8-12 organizations)
Online video session	During recruitment period	Applicants who cannot attend the briefing session due to time and geographical restrictions can watch

### 2-4-2 Selection Method

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

project.

## **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 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 Returned Fellows in other countries, as for questions about pre-departure and post-arrival orientations, more than half of them responded that Japanese language trainings and lectures focusing on Japanese culture and society were useful. Therefore, (1) Lectures to understand the social and development experiences of Japan, the basic knowledge of assistance policy toward Timor-Leste, (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.

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. 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 and should increase the number of learning hours in the future. However, as Timor Leste has conducted English and math training for JDS Fellows before coming to Japan to improve their basic abilities, it is required to plan and implement Japanese language training within a reasonable range according to individual ability of JDS Fellows.

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 the new coronavirus infectious disease that occurred in 2020, it is difficult to predict the impact of orientation before and after training for JDS Fellows in the next phase, which will be accepted from the next fiscal year. Considering the social changes with and after the pandemic, 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.

## **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 program to be held during their stay in Japan.

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

In the current phase, English and math training is being conducted before coming to Japan. The host university has pointed out that some JDS Timor Leste Fellows have low English and math skills compared to other countries, and the English and math scores of candidates in 2020 are as shown in the table below. Since it has been confirmed the necessity of English and mathematics training with the Timor-Leste side in the next phase, the trainings will be implemented

continuously.

**Table 31 English / Math Exam Score**

Country	English score (TOEFL)		Math score (Full score: 20)	
	all applicants	successful applicants	all applicants	successful applicants
Timor Leste	429.7	445.5	3.3	5.

Besides as the 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 Timor-Leste by the accepting university, should be considered to be implemented.

### **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 in other countries. 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 implementing agent will contact frequently with them, and take the necessary support by working together with related stakeholders until the concerns is 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 (oversea 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 implementing agent promptly consults with medical organizations and provides the necessary support under the guidance. In addition, if there is a possibility of infection, the implementing agent will immediately report to JICA and the persons involved in the project.

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

The aim of JDS is to provide young civil servants who are expected to take a leading role in the socioeconomic development of Timor-Leste in future with opportunities to acquire graduate degrees (master's and doctorates) from Japanese universities, enabling them to contribute to the resolution of development issues in Timor-Leste as core human resources after their return, and to contribute to the partnership between Japan and Timor-Leste in future through the building of a human network. Achieving this goal requires not only the acquisition of expertise and research during a period of study at a Japanese university and the building of human networks, but also requires a framework for following up on JDS Fellows during their studies and after they have returned to their home countries. In addition, to provide effective follow-up, it is important to understand the promotion status of former JDS Fellows, the level of interest in following up among organizations involved in the project and the potential for cooperation.

Currently, six 1st batch JDS Fellows who acquired master's degrees have returned to Timor-Leste.<sup>46</sup> There is a high level of interest among organizations involved with JDS in following up on the JDS returned fellows, and the government of Timor-Leste, the Embassy of Japan in Timor-Leste and JICA Timor-Leste office have already held a variety of events, and sustained initiatives have been implemented to maintain a relationship with JDS returned fellows. On the other hand, since the follow-up plan for JDS Returned Fellows led by the Timor Leste government is unclear, it is necessary to establish a concrete plan in the future by referring to the experience of the first Returned Fellows.

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<sup>46</sup> As of January 2022, the number of JDS Fellows acquiring a master's degree and returning to Timor-Leste is six, as one of the eight in the 1st batch JDS Fellows did not complete their course and one will graduate one term late in January 2022 and therefore has not returned to Timor-Leste yet.

In addition, the 1st batch JDS returned fellows have a strong sense of camaraderie, partly because they are the first group of JDS Fellows returning to Timor-Leste, and they each have a strong sense of responsibility for leading JDS Timor-Leste. The JDS returned fellows adjust their schedules among themselves to enable them to participate in briefings for applicants as part of the recruitment and selection process for the JDS Project, and provide a variety of support for the JDS Project such as discussing their experiences of studying in Japan with people considering applying for JDS, and advising applicants on how to write their research plans.

In this way, in Timor-Leste, there is a high level of interest in follow-up initiatives among both organizations involved in JDS and JDS returned fellows. Therefore, it is possible to provide follow-up in cooperation with organizations involved in JDS to deepen ties with each of the JDS returned fellows.

Furthermore, from 2022, the JDS Project is planning a follow-up seminar to hold seminars and discussion meetings for JDS Returned Fellows when faculty members of the host university travel to Timor Leste for a technical interview. However, from the next phase, three of the four host universities in Timor Leste will have new host universities, so there is no direct contact between the Returned Fellows in the current phase and the university. Therefore, in Timor Leste, in addition to seminars with the knowledge updated from the host university faculty members to the Returned Fellows, it is necessary to hold a type of seminar that the Returned Fellows share the Timor Leste civil service system and the current situation with the host university faculty members. It is important to maintain continuous ties with Returned Fellows by encouraging them to participate in the JDS program.

In addition to the connection between the host university and the Returned Fellows, it is also important to have an opportunity for mutual understanding between Timor Leste government and the host university in order to effectively utilize the JDS Project. Due to the spread of the new coronavirus infection, university faculty members could not travel to Timor Leste in technical interviews after the second year of the current phase, and there was no opportunity to exchange opinions between them in online interviews. Since travel restrictions are expected to be gradually relaxed in the future, it is desirable to utilize the follow-up seminar and actively establish a forum for exchanges between the Timor Leste government, host universities, and Returned Fellows.

## **2-8 Strengthening Japanese proficiency**

In the JDS preparatory survey in five countries, Vietnam, Cambodia, Bangladesh, and Sri Lanka, in 2020, the possibility of establishing a JDS Japanese language framework was conducted. As a result of the survey, although a Japanese-language framework will not be established as a fixed frame, it was decided to consider accepting the applicants flexibly in case the applicants meet the qualification requirements. Based on this policy, the survey was also conducted in Timor Leste to understand the needs obtaining a master's degree in Japanese from the target organizations.

## 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>47</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>48</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).

### (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>49</sup> and

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<sup>47</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>48</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”

<sup>49</sup> Establishment of the Confucius Institute is a national project of the Chinese government for promotion of

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 21 ministries and the related organizations, the following answers were received.

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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.”

**Table 32 Answers to questions about studying abroad in Japanese**

Question 1: Are there any Japanese-speaking staff who can study abroad for a master's degree?	1/21 organizations
Question 2: Is there a need to get a master's degree in Japanese?	4/21 organizations
Main comment	
In the first place, almost all staff cannot speak Japanese. First of all, it is necessary to establish a Japanese language course. <Ministry of Agriculture>	
First of all, I would like you to establish a Japanese language course within UNTL. <UNTL>	
It is important to provide Japanese language courses to JDS Fellows. I think it will be very useful for their stay in Japan. <Ministry of State Administration>	
I have no chance to study Japanese in the first place. <Ministry of Education>	
Our office uses English at work, so we don't have the opportunity to use Japanese. However, if there is an in-house employee who wishes to obtain a master's degree in Japanese, we will be happy to dispatch him/her. <Timor Gap>	
Learning the donor's language is important for good communication with them. <EDTL>	
I prefer an English course rather than a Japanese one. <Ministry of Health>	
All documents are in Portuguese or English, so there is no purpose to study Japanese. <National Parliament>	
First of all, it is better to set up a Japanese language course in the JDS. <Anti-Corruption Commission>	
Rather than obtaining a master's degree in Japanese, I would like you to first establish a course on Japanese language and culture. < Pharmaceutical and Medical Supplies Service Center>	
I would like to establish a Japanese language course in cooperation with INAP and JDS. < INAP >	
First of all, a Japanese language course is necessary. < Civil Aviation Administration>	
If it is to be implemented, it will be necessary to have one year of intensive study of Japanese. < Port Authority>	

In surveys and interviews with target organizations using questionnaires, it was not possible to identify civil servants with abilities of the Japanese Language Proficiency Test (JLPT) N1-3. Based on these results, it is unlikely that JDS receives candidates every year who meet the requirements for Japanese language proficiency.

### 2-8-3. Japanese Language Learning Opportunities in Timor Leste

Opportunities for Japanese-language education in Timor-Leste are provided in cooperation with the Embassy of Japan in Timor-Leste, JICA Timor-Leste Office, and the Japan Foundation. Specifically, a six-month Japanese language course was launched at YMCA Timor Leste (In capital city, Dili) in February 2019, and the Program Development for Future Japanese Course was launched in August 2019, with 100 students taking the course. In addition, a Japanese speech contest has been held in collaboration with UNTL since 2019, and they are actively working to spread the Japanese language.

On the other hand, in Timor-Leste, it is not possible to take the Japanese Language Proficiency Test (JLPT) because there is no organization that conducts the JLPT. There is no environment in



place for students to study Japanese in order to obtain a master's degree in Japanese.

#### 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 Timor-Leste 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 Timorese 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>50</sup>, or set up Japanese language courses 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)

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<sup>50</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.

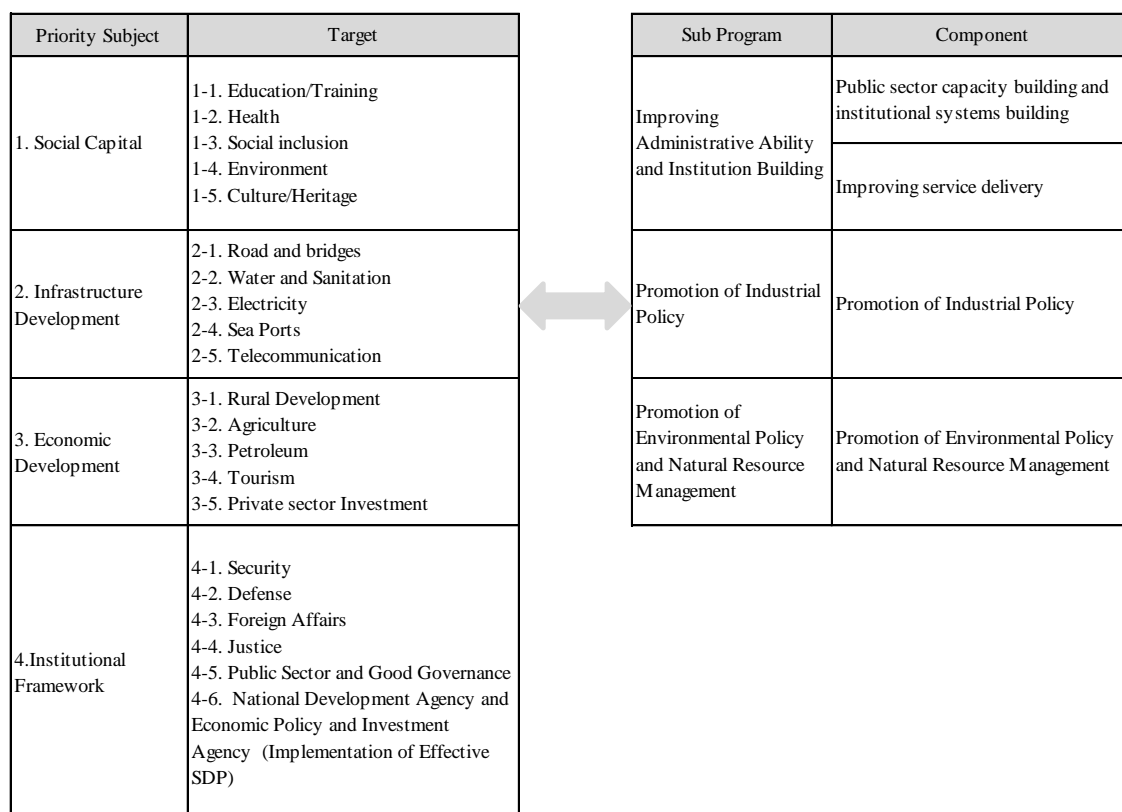
## Chapter 3. Evaluation of the JDS Project and Recommendation

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

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

#### 3-1-1 Conformity with Priority Development Issues in Timor-Leste

In July 2011, Timor-Leste announced the Strategic Development Plan (SDP) with four priority issues "Social Capital", "Infrastructure Development", and "Economic Development" and "Institutional Framework". Specific goals are set for each priority issue as shown in the figure below. JDS framework has related to the above priority issues and specific goals, and can be positioned as part of the support for human resource development that is indispensable for achieving these goals.



**Figure 6 Relevance between Development Issues in Timor-Leste and JDS Framework**

The relevance between SDP and each JDS development issue is as follows.

#### (1) Improvement of Public Administration and Legal System

In SDP, the government of Timor-Leste specifies the "Institutional Framework" as an issue

necessary for the effective and efficient implementation of the other three priority areas, which are “Social Capital,” “Infrastructure Development,” and “Economic Development.” For this issue, it is pointed out that civil servants who handle development issues lack the ability related to administrative and financial affairs and the establishment of system is insufficient. In addition, Timor-Leste promotes participation in ASEAN as the national policy and requires human resources who have the ability to perform diplomatic negotiations with neighboring countries. JDS Project can be considered as support for solving these issues for promoting the strategy.

#### **(2) Improvement of Service Delivery**

It is highly relevant to "Social Capital," which is a priority issue area for SDP. In Timor Leste, the gap between rich and poor is widening with the rapid economic growth of the capital city Dili. There is a need to popularize and expand social services that benefit each and every citizen.

#### **(3) Promotion of Industrial Policy**

Although Timor Leste has abundant resources such as oil and gas, the working population is increasing remarkably, and it is an urgent issue to develop an industry that replaces natural resources and lead to job creation. SDP defines "agriculture," "tourism," and "petroleum" as growth industries, and aims to develop the industry with a multifaceted approach. JDS will support Timor Leste's industrial policy in this area.

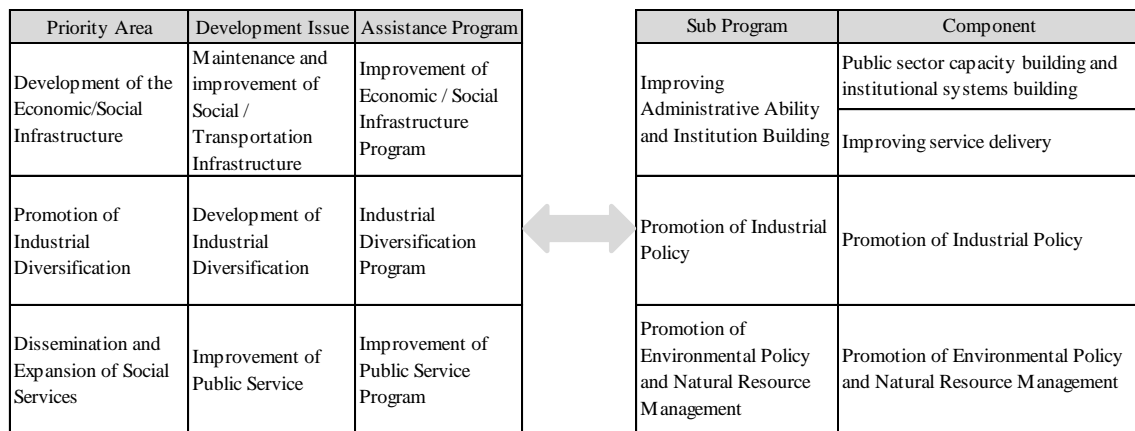
#### **(4) Promotion of Environmental Policy and Natural Resource Management**

Tackling environmental issues are mentioned in "Social Capital", which is a priority area of SDP. In addition, as Timor Leste focuses on tourism sector as a growth industry, improving the urban environment is also an important issue for the sector. The Tashimane Project, a project for natural resource management, is underway with the aim of industrializing the region by constructing oil-related facilities. Timor Leste government has been allocating financial resources obtained from resource income such as oil and natural gas to infrastructure development, and in order to achieve economic development, it is indispensable to develop human resources who will be responsible for natural resource management.

### **3-1-2 Conformity with Japanese Cooperation Policy to Timor-Leste**

"Japan's Country Assistance Policy for Timor-Leste", which was revised in May 2017, sets the basic policy for assistance as “Support for Sustainable Development of the National Development,” and as priority areas of assistance, “Development of the Economic/Social Infrastructure,” “Promotion of Industrial Diversification”, “Dissemination and Expansion of Social Services” are set. JICA project also analyzes cooperation direction according to the same policy. As this project responds to the following development tasks, it is positioned as a project to cultivate the core human resources in each field and is consistent with Japan’s Country Assistance Policy for Timor-Leste.

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



**Figure 7 Relevance between Japan’s Aid Policy to Timor-Leste and JDS Framework**

### 3-1-3 Feasibility of Providing Grant Aid 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>51</sup>) of the International Development Association (IDA) of the World Bank Group. The target project 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.

The per capita GNI of Timor-Leste is 1,990 USD as of 2020<sup>52</sup>, and it is classified as a lower middle income country by the World Bank, exceeding the standards of interest-free loan qualified country. However, Timor Leste has a small economy, and its economy that relies on natural resources is susceptible to fluctuations in international resource prices. There are many issues in terms of infrastructure, environment and basic services such as health care and welfare. Against this background, the World Bank offers both IDA interest-free loans and the International Bank for Reconstruction and Development (IBRD) low-interest loans.

Against this background, JDS targets young civil servants who are in charge of policy planning and implementation of socio-economic development. JDS Fellows who are expected to become future leaders and have familiarities with Japan, can be a valuable diplomatic asset for strengthening bilateral relations. Therefore the implementation of JDS as a grant aid project is highly appropriate.

<sup>51</sup> <https://ida.worldbank.org/about/borrowing-countries>

<sup>52</sup> World Bank 「GNI per capita, Atlas method (current USD-Timor-Leste)

### 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 Timor-Leste 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 Timor-Leste government dispatching JDS Fellows to provide support during their study and after their return and, in addition, for the accepting universities to provide a curriculum that makes contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the project goal will continue to be promoted.

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

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

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

Regarding the other indicator, “policy formulation and implementation by utilizing the study outcomes of JDS Returned Fellows,” it is desirable to make efforts so that Returned Fellows are able to use the knowledge and capabilities acquired in Japan. In the Timor-Leste Civil Service System, it is possible to impose an obligation of reinstatement on the civil servants who obtain a scholarship and study abroad. Although only obtaining a master's degree by studying abroad does

not affect promotion, by returning to work at the same position as before dispatching, the civil servants can build a career that can make more effective use of the knowledge gained from studying abroad. It is desirable to ensure these obligations in cooperation with the Ministry.

In addition, it is integral to monitor how the JDS Fellows' experience in Japan will be utilized in their professional careers after returning to their country over the mid to long term in order to evaluate the effectiveness of 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 country.

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

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

**Table 33 Examples of Factors that Affect the Achievement of JDS Timor-Leste  
(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 JDS Project.

In addition, proactive involvement of the agent in the establishment of project policy each year and its versatile support for JDS Fellows, such as recruitment and selection of candidates, send-off, regular monitoring throughout their stay in Japan, alumni activities and reappointment to their original job posts after their return, give JDS Project a comparative advantage over other donors. 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 98.6 percent<sup>53</sup> for the past 20 years. The commissioner of the civil service commission made his appreciation on JDS for providing the meticulous support with students, which is different from scholarship programs from other donors, describing his good impression on JDS Returned Fellows who made a presentation on their research topic clearly to him.

The Operating Committee member of Timor Leste side mentioned that the policy that JDS targets for civil servants is a great advantage. The most famous scholarship program in Timor Leste is the Australian scholarship program, but the target is not limited to civil servants, and any Timor Leste citizen can apply. Civil servants are required to compete with excellent private human resources. Therefore, the pass rate for civil servants is low. JDS has been favorably recognized by the Operating Committee of Timor Leste side by limiting the target to civil servants.

In addition, JDS provides the added valued programs to JDS Fellows, such as opportunities for interacting with Japanese ministries and participating in JICA Development Studies Program (JICA-DSP). In addition to further improving the positive factors of 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**

#### **3-4-1 Quantitative related data and current results**

As sub-indicators to measure the degree of achievement of the project assessment indicators described in section 3-2, "Expected Effects of JDS," the survey team obtained quantitative data such as the number of JDS Fellows dispatched within the maximum number of slots accepted per year, the age of JDS Fellows, the percentage of participants who are women, the degree completion rate, the post-degree reinstatement rate, and the type organizations to which they belong.

In particular, the degree completion rate has a high impact as an indicator for measuring short-term results, since the results are known within two years from the time of arrival in Japan until graduation. Currently, the degree completion rate of JDS Timor-Leste Fellows is 87.5%. As this

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<sup>53</sup> Master degree acquisition rates in 13 countries targeted for JICA basic research in 2019.

data was calculated from the eight first-batch JDS Fellows who graduated in FY2021, and one JDS Fellow did not complete their course, this result is lower than the average degree completion rate of 95.0% of JDS Fellows from other countries. Therefore, in order to gain a high project assessment, measures are required to gain excellent candidates and ensure the acquisition of basic skills to improve the degree completion rate by preventing people from dropping out.

In addition, Timor-Leste is promoting women's participation in society and the percentage of JDS Fellows who are women is important from the perspective of JDS's contribution to the country's policies. Since all the 3rd-batch JDS Fellows were men, it is necessary to take affirmative measures to increase the percentage of participants who are women.

Furthermore, from the perspective that the main target of JDS is civil servants from ministries and agencies who will be in charge of policy making, it is not desirable that the ratio of staff of national universities and public institutions is high although Timor Leste targets not only government officials of ministries, but national university faculty members, and some public corporation employees. At present, the percentage of civil servants from ministries is high, but it is necessary to always be aware of the type of institution to which JDS Fellows belong to.

**Table 34 Project Evaluation Indicator Data on JDS Timor-Leste (Tentative)**

Inaugural year		2019 (1st to 3rd batch of Fellows have been dispatched)
Number of Slots per year	2018-2022	8
Fellows accepted	Total	23 (1 slot vacancy in 2019)
	Sex	Male: 19, Female:4 (Ratio of female: 21.1%)
	Average age	36.5 (Upon arrival)
Returned Fellows	Total	8
	Fellows who obtained degree	7 (Completion rate: 87.5%)
By category of work place*1	Upon arrival	Civil servant: 8 (100%), Private company: 0 (0%), Public institution or public enterprise: 0 (0%)
	After return to country	Civil servant: 8 (100%), Private company: 0 (0%), Public institution or public enterprise: 0 (0%)
*1 Private companies include not only for profit companies but also self-employed people, NGOs, think tanks, etc.		

### 3-4-2 Qualitative related data and current results

#### (1) Qualitative related data

In addition to such quantitative related data, it is also important to collect information on the efforts of JDS returned fellows which cannot be evaluated numerically (Especially, (1) Enhancement of the capacity of JDS Returned Fellows on analysis, policy making and project operation/management and (2) Policy formulation and implementation), and to verify the effectiveness of the JDS, by utilizing the study outcomes of JDS Returned Fellows, from a qualitative perspective. In this survey, JDS qualitatively related data were defined as follows, interviews were conducted with JDS Returned Fellows, and the results of JDS based on the above



two indicators at the present time were verified.

**Table 35 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.)

**(2) Current results**

In Timor Leste, the first JDS Fellows obtained a bachelor's degree in the fall of 2021 and returned to Timor Leste, and the number of Returned Fellows who have obtained a degree is as small as 7. Therefore as of May 2022, there are few results based on qualitative evaluation indicators.

However, even among them, some qualitative results were confirmed. In particular, there is a JDS Returned Fellow who have been promoted to National Director after returning to Timor Leste and are involved in policy making at his belonging organization. In addition, it was also confirmed that the high intention of JDS Returned Fellows to be actively involved in strengthening bilateral relations with Japan, and some cases of contacting JDS Fellows in other countries to share information each other.

**Table 36 Hearing results of Timor Leste JDS Returned Fellows**

<b>1. Contribution to resolving development issues in the country</b>	
Case 1	Upon my return, I was promoted as National Director of Tourism Promotion and International relationship under the supervision of Vice Minister for Community Tourism and Culture. In performing my duty, I actively take part in the National Tourism strategic plan formulation; I was appointed as a focal point for tourism inter-ministerial technical committee; take part in the national tourism law draft preparation including annual tourism marketing action plan preparation.
<b>2. Contribution to strengthening relationships with Japan</b>	
Case 1	Before receiving the JDS scholarship, I worked with JICA several times. As a JDS Returned Fellow, I will continue to support the strengthening of bilateral relations between Timor Leste and Japan, including other countries.
Case 2	Currently, I am not involved with Japanese universities or JICA projects, but I strongly would like to cooperate if there is a request for cooperation from a Japanese company.
<b>3. Utilization of networks other than the above</b>	
Case 1	I keep in touch with JDS Returned Fellows from other countries to share information about their current job and other issues in their country.
Case 2	The network of JDS Returned Fellows is useful. We seek help from them and share some work-related global issues when giving detailed business explanations.
<b>4. Other secondary outcomes</b>	
Case 1	I was co-author Book chapter (7) publication: Nature-Based Tourism in Asia's Mountainous Protected Areas: A Trans-regional Review of Peaks and Parks (Geographies of Tourism and Global Change)

### **3-5 Issues and Recommendations**

Issues and recommendations obtained in this survey are as follows.

#### **(1) Summary of programs with a focus on diplomatic effects and strengthening bilateral relations**

With the current environment surrounding ODA, there is a need for programs that also focus on Japan's interests in addition to supporting resolution of development challenges in the recipient country. As noted in "1-4-1. Trends of the Japanese ODA," some of the main topics discussed in recent VIP visits between Japan and Timor-Leste are support from Japan for Timor-Leste ASEAN membership and the achievement of a Free and Open Indo-Pacific. English education is given as a priority for Timor-Leste ASEAN membership, and the country needs to train personnel with specialist expertise who are fluent in English in each ministry to act as government representatives at ASEAN meetings. A program is being carried out to use university graduates from English-speaking countries to systematically improve the candidate base<sup>54</sup>. JDS that enables higher education study in English is a useful program for Timor-Leste ASEAN membership that is being propped up by Japan. Furthermore, JDS accepts many Fellows from Southeast Asian countries, and it will be beneficial to build personal connections with future executive candidates in each country through JDS for the efforts to join ASEAN.

In addition, in exchange between Japan and Timor-Leste, the act of JDS Fellows from Timor-Leste studying in Japan in and of itself plays a key role in strengthening bilateral ties. As stated in "1-4-2. Japanese Government's Scholarship Programs", almost all international students from Timor-Leste studying in Japan receive a scholarship from the Japanese government through

<sup>54</sup> Data collection survey on the support to ASEAN membership for Timor-Leste, JICA, February 2013

programs like the Japanese government scholarship (for overseas) students program or JICA projects. Furthermore, as stated in "1-4-3. Situation of Private Cooperation and Exchange", there are few people from Timor-Leste living in Japan and hardly more Japanese expatriates living in Timor-Leste, and few Japanese companies have established branches in the country. Therefore, it is important to steadily make JDS Fellows have familiarities with Japan during their stay in Japan.

In these circumstances, it is essential to make efforts so that JDS Fellows can continue to have a favorable feeling for Japan while they are studying in Japan. Specific activities like effective input to international students during their stay, stratified networking with people involved in the Japanese government, and follow-up activities to strengthen and maintain the relationship with Japan even after returning to Timor-Leste are outlined below. JDS needs to devise and implement more of these types of activities.

#### 1) Efforts for JDS Fellows during their stay in Japan

##### Providing value added program

From the perspective of improving the abilities of JDS Fellows, building human relationships that form the basis of good bilateral relations, and differentiating JDS Project from other scholarships, is it important to not only to provide JDS Fellows study at the host university but also provide them with other value added program during their stay in Japan. Currently, JDS is providing training opportunities for JDS Fellows, such as the exchange meetings with Japanese government officers, and the special program by JICA. It is desirable to continue to provide such value-added programs unique to Japan.

In particular, the exchange meeting for government officials should be enhanced as an opportunity to actively disseminate information and build networks not only to ODA personnel but also to each ministry and agency in Japan. It is expected that both JDS Fellows and Japanese government officials will utilize the network built by the government official exchange meeting for efforts to strengthen bilateral relations.

##### Support for acquiring Japanese proficiency

Unlike English, Japanese is a language that is widespread only in Japan, and JDS Fellows who have mastered Japanese will become the only important human resources in Japan and will contribute to strengthening bilateral relations after returning to Timor Leste. It is effective to add a program to learn Japanese before or during study abroad to promote understanding of Japanese culture. In the interviews with JDS Returned Fellows conducted in this survey, there were comments that they wanted Japanese language training to be conducted before studying abroad and requests for Japanese language support for the Returned Fellows.

JDS has traditionally conducted Japanese language training (35 hours) after coming to Japan, but

from 2022, in order to further strengthen the Japanese language proficiency of JDS Fellows, JDS will implement Japanese language training (100 hours) before coming to Japan. It is expected that this initiative will strengthen the Japanese language proficiency of JDS Fellows, but it will be also necessary in the future to further encourage JDS Fellows to learn Japanese independently and to increase their motivation to learn. For example, it is important to consider ways to increase learning motivation, such as supporting the taking of the Japanese Language Proficiency Test.

In addition, in order to continue learning Japanese, it is essential to provide opportunities for Japanese to be needed. JDS Fellows who obtain a degree in English have limited opportunities to deepen their understanding of the Japanese people and Japanese culture even if they stay in Japan for two years. For this reason, it is necessary to provide the opportunities so that all JDS Fellows can participate in internships at government offices and companies in Japan, homestay programs<sup>55</sup> where they can interact with the general Japanese, and Japanese cultural exchange activities.

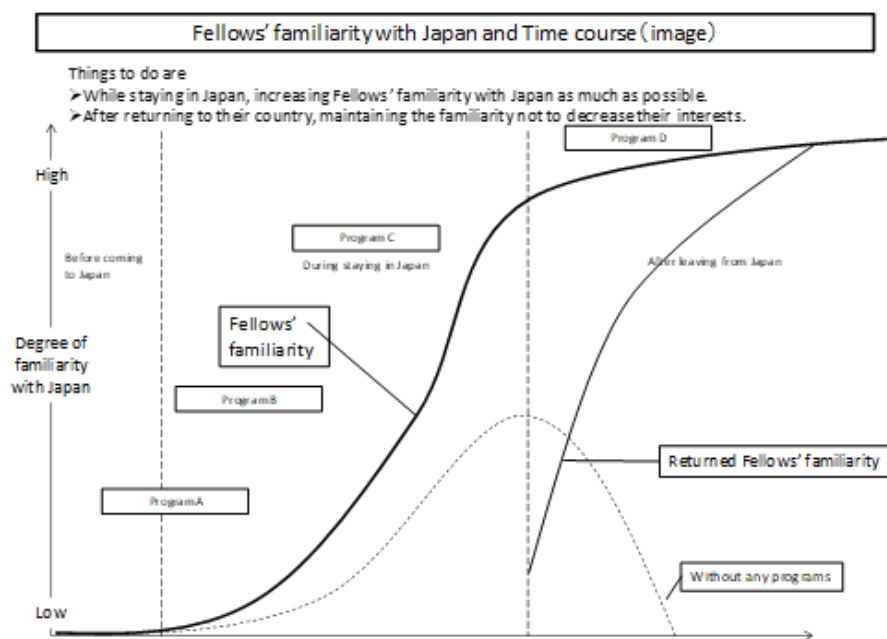
## 2) Follow-up after returning to Timor-Leste

Even if the above-mentioned efforts for JDS Fellows during their stay in Japan succeed in making JDS Fellows familiar with Japan, follow-up is important in order to maintain that awareness even after returning to Timor Leste. In addition, it should be considered together with the activities for JDS Fellows during their stay in Japan. Additional time and cost will be required to regain awareness of Japan among JDS Returned Fellows who have lost their relationship with Japan for a certain period of time after returning to Timor Leste. The following figure shows an image of the passage of time for JDS Fellows to become familiar with Japan. It shows that the implementation of seamless measures during the visit to Japan will maintain a high level of awareness to have a favorable feeling for Japan even after returning to Timor Leste.

In addition, from 2022, it is planned to hold an opinion exchange meeting with JDS Returned Fellows by taking advantage of the opportunity of technical interviews with the host university faculty members to travel to Timor Leste (details are described in "2-7. Follow-up Activities"). It is required to actively utilize the program.

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<sup>55</sup> From August 2021 to March 2022, 89 JDS Fellows participated in events held in 6 prefectures including Kanagawa and Ibaraki prefectures with the cooperation of the Cabinet Office Youth International Exchange Program. It was well received because it had the opportunity to interact with Japanese people and experience Japanese culture.



**Figure 8 Fellows' familiarity toward Japan and Time Course (Image)**

Currently, In Timor Leste, some events have been organized to maintain relationships with JDS Returned Fellows. There is a high level of interest among organizations involved with JDS in following up on the JDS returned fellows, and the government of Timor-Leste, the Embassy of Japan in Timor-Leste and JICA Timor-Leste office have already held a variety of events, and sustained initiatives have been implemented to maintain a relationship with former JDS Fellows.

In addition, the former 1st batch JDS Fellows have a strong sense of camaraderie, partly because they are the first group of JDS Fellows returning to Timor-Leste, and they each have a strong sense of responsibility for leading JDS Timor-Leste. The JDS returned fellows adjust their schedules among themselves to enable them to participate in briefings for applicants as part of the recruitment and selection process for the JDS Project, and provide a variety of support for the JDS Project such as discussing their experiences of studying in Japan with people considering applying for JDS, and advising applicants on how to write their research plans.

In this way, in Timor-Leste, there is a high level of interest in follow-up initiatives among both organizations involved in JDS and JDS returned fellows. Therefore, it is possible to provide follow-up in cooperation with organizations involved in JDS to deepen ties with each of the JDS returned fellows. A follow-up plan that takes into consideration the characteristics of Timor-Leste is shown below.

Cooperation with the JDS Project

Propose the implementation of follow-up by involving JDS returned fellows in the JDS Project and thinking about JDS together. This proposal is based on the premise that it is implemented in the initial stage when there are few JDS returned fellows and that there are JDS returned fellows

who are willing to provide active support, and these two conditions are satisfied in Timor-Leste. By considering the effective implementation of the JDS Project together with JDS returned fellows, the Fellows themselves can feel that they are effective players in the JDS.

As an example of the aforementioned initiative, there are already examples of this in Timor-Leste. The JDS implementing organization has started up a JDS Follow-up Fund with its own resources, and is financially supporting the voluntary follow-up activities of JDS Fellows. The JDS returned fellows in Timor-Leste utilized these funds to convene a JDS report meeting voluntarily in January 2022. The JDS returned fellows also invited people who are interested in applying for JDS, and explained their experiences while studying in Japan, as well as providing an opportunity for participants to casually exchange opinions, and the participants said the meeting was a great success.

In Timor-Leste, word-of-mouth is extremely effective in encouraging applications, and among successful JDS Fellows so far, a number of them applied for JDS due to the encouragement of 1st batch JDS Fellows or former JICA long-term trainees. Participation by JDS returned fellows in actively encouraging applications is also likely to benefit follow-up activities and increase the number of JDS applicants. In addition to the aforementioned recruitment and selection, the voluntary participation of former JDS Fellows in the JDS Project such as when host university faculty members visit Timor-Leste to conduct interviews with candidates is also possible. In this way, actively sharing information on the JDS Project with former JDS Fellows and considering how to improve the project together with the former JDS Fellows is one proposal for follow-up.

#### Collaboration with other Japan's scholarship programs

The second proposal is to have not only JDS returned fellows but also all other people who have participated in study-in-Japan programs participate in follow-up activities to encourage a sense of community among all people who have formerly studied in Japan. Currently, the number of JDS returned fellows is low, and it is possible to provide close follow-up for each person, but the effects of forming a network through follow-up activities are limited. Therefore, it is necessary to encourage JDS returned fellows to have a sense of camaraderie with other people at their workplaces who have studied in Japan such as former JICA long-term trainees.

Many initiatives have already been taken by organizations involved in JDS to encourage the establishment of ties between all people who have had the experience of studying in Japan. In 2019, before the 1st batch JDS Fellows embarked on their studies in Japan, the Embassy of Japan in Timor-Leste held a farewell gathering attended jointly by JICA long-term trainees and government-sponsored students, encouraging networking with those people scheduled to study in Japan. In addition, in March 2022, there are plans to convene a report meeting for Returned Fellows at the Embassy of Japan in Timor-Leste, in which international students from other programs will also participate. Furthermore, a variety of events are planned in 2022 as this is the 20th anniversary of the establishment of diplomatic relations between Japan and Timor-Leste, and

it is desirable to encourage the active participation of JDS returned fellows.

In this way, in Timor Leste, the new JDS implementation country where the project started in 2018, it is important to simultaneously carry out effective follow-up activities which are " Cooperation with the JDS Project " that takes advantage of the fact that there are few returned Fellows, and " Collaboration with other study in Japan programs" to compensate for the small number of JDS Returned Fellows in Timor Leste. Through these follow-up activities, it will be possible to continue the network between Japan and JDS Returned Fellows, and to develop and utilize them as human resources that will contribute to the strengthening of bilateral relations.

## **(2) Other issues / recommendations**

### **1) Support to improve English and math skills**

In Timor-Leste, JDS receives applications for more than five times the quota every year, but few candidates make it to the end (comprehensive interview). One reason is the low mean score of candidates on the English and math exams in the 1st round (4.4 in English (IELTS) compared to a mean of 5.8 for other countries, 2.3 in math compared to a mean of 7.9 for other countries out of a total of 20 points). The final selection, an assessment by JDS Operating Committee members of the level of contribution to the respective country's development plan, is a critical selection step for the achievement of the JDS program objectives. In addition, from 2022, the index of "strengthening bilateral relations and diplomatic contribution" will be added to the evaluation items of the final selection.

During the current phase, to retain candidates until the final selection round, candidates are given English training during the selection process and activities are held to increase the basic academic skills of candidates. In the next phase, INAP that runs programs to develop public servants, the survey team need additional measures from Timor-Leste such as training to boost the basic academic skills of JDS candidates as a part of the programs to develop public servants.

### **2) Utilization of digital tools**

In order to solve the problems that were difficult with the conventional approach under the influence of the new corona infection, JDS have been promoting the implementation of work by utilizing digital technology. In this survey as well, by utilizing Microsoft 365 applications centered on Teams and One Drive (cloud system) and online conferencing tools such as Zoom, it has become possible to proceed with field surveys even during periods of the sudden infection by Omicron strains.

When implementing the JDS Project from August 2022, while taking advantage of the conventional face-to-face method, it is also important to fully utilize these digital tools and acquire and analyze data. This hybrid method makes it possible to propose more effective ways for acquiring applicants, build more detailed communication methods with JDS Fellows, and plan

exchange events with government officials, which makes it possible for JDS Fellows to be satisfied. It is expected that efforts will be made to increase the added value of JDS.

### 3) 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

In the next phase of JDS Timor-Leste that is being examined in this survey, JDS will carry out human resource development for four areas that are the main challenges for the country: (a) Improvement of Public Administration and Legal System, (b) Improvement of Service Delivery, (c) Promotion of Industrial Policy, and (d) Promotion of Environmental Policy and Natural Resource Management. As JDS is a scholarship program using English, it will also aid in the development of personnel with specialist knowledge in each area who are fluent in English, the lack of which has been an obstacle to Timor-Leste gaining ASEAN membership.

In addition, JDS programs are currently held in 19 countries, of which five (Laos, Vietnam, Cambodia, the Philippines, and Myanmar) are ASEAN member countries. Many of the host universities selected for the next phase are accepting JDS Fellows from ASEAN countries, and it is also effective for strengthening the network with these JDS Fellows. In fact, in interviews with phase 1 JDS Returned Fellows, a Returned Fellow said that the network with JDS Returned Fellows that enhanced exchange during their time in Japan has been helpful, for example in sharing various global issues related to work, suggesting the importance of network development during the study abroad period.

"3-5. Issues and Recommendations" states the importance of added value programs such as midway training and government official networking events during the study abroad period to develop networks so that JDS Fellows from Timor-Leste can be developed and used as human resources to strengthen bilateral ties. These types of JDS added value programs also lead to opportunities for Timor-Leste JDS Fellows to network with JDS Fellows from ASEAN countries. In the Timor-Leste government, there is a growing momentum for ASEAN membership thanks to the intentions of the president-elect, and JDS Fellows may be valuable human resources with connections to public servants in ASEAN countries.

Through this survey, the survey team also learned that the Embassy of Japan in Timor-Leste and JICA Timor-Leste Office are actively conducting follow-up activities. The JDS Returned Fellows are also very interested in receiving follow-up and have expressed intentions to cooperate with



future JDS programs to prop up the JDS in Timor-Leste. A new JDS PhD program will be established in the next phase. In addition to JDS Returned Fellows, a former international student who obtained a master's degree in the JICA long-term trainee program and is currently working as a director-general is also interested in studying in Japan again using the JDS PhD program. This suggests the possibility that the JDS PhD program will be an opportunity for not only JDS alumni, but a range of alumni who studied in Japan, to rebuild their relationship with the country.

When former president Ramos-Horta visited Japan in 2012, it was the 10th anniversary of the establishment of a diplomatic relationship with Japan and talks between the leaders of Japan and Timor-Leste resulted in the hailing of 2012 as the year of friendship and peace between Japan and Timor-Leste. Coincidentally, in 2022 that is the 20th anniversary of the establishment of a diplomatic relationship with Japan, Ramos-Horta has been re-elected. 2022 is the first year of JDS phase 2 under the framework established in this survey. JDS is positioned as one type of support from Japan for Timor-Leste ASEAN membership and JDS Fellows will play a key role in each department.

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 Timor-Leste
6. Basic Plan for the Target Priority Area (Draft)
7. Summary of the Result of Supplementary Survey on Target Organizations

### Member List of the Survey Team

Name	Assigned Work	Organization and Position
Mr. GOTO ko	Leader	Chief Representative JICA Timor-Leste Office, JICA
Ms. MARUYAMA Satoko	Cooperation Planning	Project formulation Advisor JICA Timor-Leste Office, JICA
<Consultants>		
Mr. ISHIRO Jun	Human Resource Development Planning	Managing Director International Student Programs Department I, JICE
Mr. YAMAZAKI Junichi	Overseas Study Planning	Deputy Director International Student Programs Division, International Student Programs Department I, JICE
Ms. TOMITA Hiromi	Needs Study/Coordination	Country Officer International Student Programs Division, International Student Programs Department I, JICE

	Field Survey	in Japan	Accepting Universities
2021 Jul.	Mar. to July. (JICA/ Embassy/ MOFA) •Formulation of the list of target areas and development issues (Sub-Program/ Component) •Explanation of the outline of JDS Project to the government of the recipient countries		
Aug.	Oct. [Survey on the needs and achievements of JDS Project by the consultant]	Jul. • Implementation of the request survey of accepting universities (JICA)	Aug. •Formulation and submission of proposals for JDS Project
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] • Evaluation of Proposals • Review of proposals from universities	
Oct.	•Information collection for designing the Japanese language framework	Oct. • Conclusion of a contract with the consultant •Preparation for field survey	
Nov.	Nov. to Dec. [Agreement on the project framework 1/2] (OC/JICA Survey Team) •Agreement on the new project framework and implementation structure	Nov. to Dec. •Preparation of draft basic plan for priority fields	
Dec.	•Agreement on JDS target issues (Sub-Program, Component) •Selection and agreement on Target Organizations and target demographic	Jan. 2022 •Preparation for the draft report on the preparatory survey	
2022 Jan.	•Selection and agreement on accepting universities	Jan. •Preparation for the outline design of the budget	
Feb.	Jan. to Feb.2022 [Agreement on the project framework 2/2] (OC/JICA Survey Team) •Confirmation of selection procedures •Confirmation of draft basic plans	Feb. •Submission of the report on the budget to Ministry of Foreign Affairs	
Mar.	•Confirmation of follow-up activities	Mar. • Notification of the result of the selection to accepting universities (JICA)	Mar. •Receipt of the result of the selection, and preparation for accepting JDS fellows
Apr.		Jun. •Finalization of the report on the preparatory survey	
May	Flow after Preparatory Survey		
Jun.	Jun. - •Exchange of Note (E/N) •Grant Agreement (G/A) •Contract between a client of the recipient countries and an agent	May. •Decision on the implementation of JDS Project by Japanese government (cabinet meeting)	
2022 Jul. to 2023 Feb.	Aug.- Recruitment Nov.- • 1st screening by application document • Health examination Dec. to Feb.2022 • 2nd screening by Technical Interview with university faculty		Participate in Selection Nov.- 2022 •Screening by application document Dec. to Feb. 2023 •Technical Interview in Timor-Leste
Mar. to Jul.	-Mar. •3rd screening by Comprehensive Interview with OC members		Apr.- •Preparation for Enrollment
Aug.		Aug. •Student Arrival •Briefing and Orientation	
Sept.	Jul. •Pre-departure orientation		Sept.- •Enrollment

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

## List of Contact Persons during the Field Survey in Timor-Leste

Date and Time	Organization	Contact Person
9 <sup>th</sup> December 2021	Embassy of Japan in Timor-Leste	- Hirashima Shusaku, Counsellor - Takahashi Naomi, Chief of Section for Education, Culture and Public relations - Toyama Seiko, First Secretary
9 <sup>th</sup> December 2021	JICA Timor-Leste Office	- Goto Ko, Chief Representative, JICA Timor-Leste Office - Maruyama Satoko, Project Formulation Advisory, JICA Timor-Leste Office - Takahashi Atsushi Project Coordinator
10 <sup>th</sup> December 2021	National Institute of Public Administration	- Agostinho Letencio de Deus, Director General
10 <sup>th</sup> December 2021	Ministry of Education, Youth and Sport	- Marcelina Liu, National Director of Human Resources
10 <sup>th</sup> December 2021	Secretary of State for Environment	- Deolindo Ximenes, Chief Department of Human Resources
13 <sup>th</sup> December 2021	Timor Gap	- Aristory Lopes, General Manager Human Resources and Administration - Elisabeth Fernandes, Human Resources Payroll and Benefit Analyst
13 <sup>th</sup> December 2021	National University of Timor-Leste (UNTL)	- Helio Augustu do Costa Xavier Mauquei, Vice Rector for Administration, Finance and General Administrator - Agostinho Quelo, Director of Human Resources
13 <sup>th</sup> December 2021	Ministry of Interior	- Fransico Soares, Director General (ex-JICA long term training participant from Waseda University)
14 <sup>th</sup> December 2021	Ministry of Higher Education, Sciences and Culture	- Hernânio Viterbo da Costa Soares, General Director for Administration and finance
14 <sup>th</sup> December 2021	Ministry of Commerce, Industry and Tourism	- Fulgencio Pinto, National Director of Human Resources
14 <sup>th</sup> December 2021	National Institute of Public Administration	- Agostinho Letencio de Deus, Director General
14 <sup>th</sup> December 2021	National Electricity Company of Timor-Leste (EDTL)	- Fatima Abdad, National Director of Human Resources - Jacinta Paula Bernardo, Manager for Corporate Service
15 <sup>th</sup> December 2021	Ministry of Finance	- Viriato Henrique Barreto, National Director of Human Resources
15 <sup>th</sup> December 2021	Human Capital Development Fund (FDCH)	- Henrique do Rosario, Coordinator Program Implementation and System Management
15 <sup>th</sup> December 2021	Ministry of Agriculture	- Pedro Barreto, National Director of Human Resources - Egas, Chief Department of Human Resources
16 <sup>th</sup> December 2021	Civil Service Commission	- Antonio Freitas, Commissioner
16 <sup>th</sup> December 2021	Ministry of Justice	- Madalena Correia Guterres, National Director of Human Resources
16 <sup>th</sup> December 2021	Bee Timor	- Ohno Atuo, Chief Advisor/Human Resource Development / Institutional Strengthening,

		<p>JICA Project Team</p> <ul style="list-style-type: none"> <li>- Nonaka Hiroyuki, Expert on Benchmarking / Performance Assessment / Project Coordination</li> </ul>
17 <sup>th</sup> December 2021	Institute of Petroleum and Geology (IPG)	<ul style="list-style-type: none"> <li>- Gabriel Aparicio, President</li> <li>- Mineral Marcal, Director of Agro-Geology</li> </ul>
17 <sup>th</sup> December 2021	JICA Timor-Leste Office	<ul style="list-style-type: none"> <li>- Takahashi Naomi, Chief of Section for Education, Culture and Public relations</li> <li>- Toyama Seiko, First Secretary</li> </ul>
17 <sup>th</sup> December 2021	National Parliament	<ul style="list-style-type: none"> <li>- Helio Magalhães, National Parliament Director of Human Resources</li> </ul>
20 <sup>th</sup> December 2021	JICA Timor-Leste Office	<ul style="list-style-type: none"> <li>- Goto Ko, Chief Representative, JICA Timor-Leste Office</li> <li>- Maruyama Satoko, Project Formulation Advisory, JICA Timor-Leste Office</li> </ul>
21 <sup>st</sup> December 2021	Minutes Meeting	<p>JDS Operating Committee</p> <ul style="list-style-type: none"> <li>- Agostinho Letencio de Deus, Director General, National Institute of Public Administration (Co-Chair)</li> <li>- Goto Ko, Chief Representative, JICA Timor-Leste Office</li> <li>- Maruyama Satoko, Project Formulation Advisory, JICA Timor-Leste Office</li> <li>- Takahashi Naomi, Chief of Section for Education, Culture and Public relations, Embassy of Japan in Timor Leste</li> <li>- Francisco Pereira, National Director of Training and Development, Civil Service Commission</li> <li>- Francisco da Silva, Head Department of Training and Development Human Resources, Ministry of Higher Education, Sciences and Culture</li> <li>- Henrique do Rosario, Coordinator Program Implementation and System Management, Human Capital Development Fund</li> <li>- Caetano de Sousa Guterres, Senior Policy Bilateral Affairs, Ministry of Foreign Affairs and Cooperation, etc.</li> </ul>
22 <sup>nd</sup> December 2021	JICA Experts	<ul style="list-style-type: none"> <li>- Mizuguchi, Nippon Koei Co., Ltd.</li> <li>- Mochizuki, Nippon Koei Co., Ltd.</li> </ul>
22 <sup>nd</sup> December 2021	Other donors	<ul style="list-style-type: none"> <li>- Joanico Da Silva, Local Consultant of JICE (ex-Chinese government scholarship program participant)</li> </ul>
22 <sup>nd</sup> December 2021	JDS Returned Fellows	<ul style="list-style-type: none"> <li>- 6 JDS Returned Fellows</li> </ul>
23 <sup>rd</sup> December 2021	Japanese Language	<ul style="list-style-type: none"> <li>- Niwa, Japanese language teacher in Timor-Leste</li> </ul>


**MINUTES OF DISCUSSIONS  
ON THE PREPARATORY SURVEY OF  
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP  
TO THE DEMOCRATIC REPUBLIC OF TIMOR-LESTE**

In response to a request from the Democratic Republic of Timor-Leste (hereinafter referred to as “Timor-Leste”), 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 Timor-Leste.

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by GOTO Ko, Chief Representative, Timor-Leste Office, JICA to Dili from November to December, 2021.

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

Dili, December 21, 2021

<p style="font-size: 2em; color: blue; text-align: center;">GOTO Ko</p> <hr style="border: 0.5px solid black;"/> <p>GOTO Ko Leader Preparatory Survey Team Japan International Cooperation Agency</p>		<p style="font-size: 2em; color: blue; text-align: center;">Agostinho Letencio de Deus</p> <hr style="border: 0.5px solid black;"/> <p>Agostinho Letencio de Deus Director General National Institute of Public Administration The Democratic Republic of Timor-Leste</p>
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## **I. Objective of the Preparatory Survey**

The Timor-Leste side understood the objectives of the Preparatory Survey explained by the Team referring to ANNEX 1 “Flowchart of the Preparatory Survey and Implementation Schedule of the JDS Project”.

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project from Japanese fiscal year 2023 to 2026 to be implemented under Japan’s grant aid
- (2) To design the outline of the JDS Project through collecting basic information on human resource development for public service officials in Timor-Leste
- (3) To estimate overall costs of the first batch, that is a period of five years, 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 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 their countries and Japan.

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 Timor-Leste side confirmed that the JDS Project is implemented under “Flowchart of JDS Project for the Succeeding Four Batches (ANNEX 2)”.

### **2. Implementation Coordination**

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

#### Timor-Leste side

- National Institute of Public Administration (INAP) (co-chair)
- Civil Service Commission
- Ministry of Higher Education, Science and Culture
- Human Capital Development Fund (FDCH)
- Ministry of Foreign Affairs and Cooperation (MNEC)

#### Japanese side

- Embassy of Japan (EOJ)





- JICA Timor-Leste Office (JICA) (co-chair)

### 3. Target Areas of the JDS Project

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

#### (1) Sub-Program 1: Improving Administrative Ability and Institution Building

##### Components

1-1 Improvement of Public Administration and Legal System

1-2 Improvement of Service Delivery

#### (2) Sub-Program 2: Promotion of Industrial Policy

#### (3) Sub-Program 3: Promotion of Environmental Policy and Natural Resource Management

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

The total number of JDS Fellows for the first batch in Japanese fiscal year 2023 shall be at seven (7) for Master's Program and one (1) for PhD Program, and this number would indicate the maximum number per batch for four batches, from Japanese fiscal year 2023 to 2026.

### 5. Target Organizations

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

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

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

Based on the discussion held between the both parties, it was agreed that the educational programs of following universities would be suitable to the development issues in the Timor-Leste.

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

##### Accepting University:

- Hiroshima University, Graduate School of Humanities and Social Sciences Division of Humanities and Social Sciences (2slots)

#### 2) Development Issue as Component 1-2 : Improvement of Service Delivery

##### Accepting University:

- International University of Japan, Graduate School of International Relations (2slots)

#### 3) Development Issue as Sub-Program 2 : Promotion of Industrial Policy

##### Accepting University:

- Gifu University, Graduate School of Natural Science and Technology (1slot)



- 4) Development Issue as Sub-Program 3 : Promotion of Environmental Policy and Natural Resource Management  
Accepting University:  
- Hiroshima University, Graduate School of Advanced Science and Engineering (2 slots)

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

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

The Committee confirmed necessary meeting arrangement would be taken for preparation of the Basic Plan for each component.

#### **8. Monitoring and Evaluation**

It was agreed that monitoring and evaluation of JDS returning Fellows should be done actively by Government of Timor-Leste. In addition, organizing an alumni group could be considered 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. Selection of JDS fellows**

The Team asked improvements to take the more initiative on the Timor-Leste side and make more careful selections for candidates.

##### **2. English training for potential candidates**

Both parties confirmed the necessity of English language training for the applicants and the successful candidates of JDS Project before going to Japan in order to enhance their English skills to the level which are required for the academic study. The Team requested INAP on behalf of the Timor-Leste side to consider bearing the cost to conduct the Pre-Departure English Training Course. INAP on behalf of Timor-Leste side replied to consider it and also requested the Team to bear the cost in case the cost is not able to be covered by Timor-Leste side.

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)

	Field Survey	in Japan	Accepting Universities
2021 Jul.	Mar. to July. (JICA/ Embassy/ MOFA) • Formulation of the list of target areas and development issues (Sub-Program/ Component) • Explanation of the outline of JDS Project to the government of the recipient countries		
Aug.	Oct. [Survey on the needs and achievements of JDS Project by the consultant]	Jul. • Implementation of the request survey of accepting universities (JICA)	Aug. • Formulation and submission of proposals for JDS Project
Sept.	• Information collection of civil servant system • Information collection of Gender policy in human resource development system for government officers	Sep. to Oct. [University review / survey] • Evaluation of Proposals • Review of proposals from universities • Survey on prospective accepting universities	
Oct.	• Information collection for designing the Japanese language framework	Oct. • Conclusion of a contract with the consultant • Preparation for field survey	
Nov.	Nov. to Dec. [Agreement on the project framework 1/2] (OC/JICA Survey Team) • Agreement on the new project framework and implementation structure	Nov. to Dec. • Preparation of draft basic plan for priority fields	
Dec.	• Agreement on JDS target issues (Sub-Program, Component) • Selection and agreement on Target Organizations and target demographic • Selection and agreement on accepting universities	Jan. 2022 • Preparation for the draft report on the preparatory survey	
2022 Jan.		Jan. • Preparation for the outline design of the budget Feb. • Submission of the report on the budget to Ministry of Foreign Affairs	
Feb.	Jan. to Feb.2022 [Agreement on the project framework 2/2] (OC/JICA Survey Team) • Confirmation of selection procedures • Confirmation of draft basic plans • Confirmation of follow-up activities	Mar. • Notification of the result of the selection to accepting universities (JICA)	Mar. • Receipt of the result of the selection, and preparation for accepting JDS fellows
Mar.		Jun. • Finalization of the report on the preparatory survey	
Apr.		Flow after Preparatory Survey	
May		Jun. - • Exchange of Note (E/N) • Grant Agreement (G/A) • Contract between a client of the recipient countries and an agent	
2022 Jul. to 2023 Feb.	Aug.- Recruitment Nov.- • 1st screening by application document • Health examination Dec. to Feb.2022 • 2nd screening by Technical Interview with university faculty -Mar. • 3rd screening by Comprehensive Interview with OC members	May. • Decision on the implementation of JDS Project by Japanese government (cabinet meeting)	Participate in Selection Nov.- 2022 • Screening by application document Dec. to Feb. 2023 • Technical Interview in Timor-Leste
Mar. to Jul.			Apr.- • Preparation for Enrollment
Aug.		Aug. • Student Arrival • Briefing and Orientation	
Sept.	Jul. • Pre-departure orientation		Sept.- • Enrollment





### Design of the JDS Project for Four Batches (from JFY 2023-2026)

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)	Supposed Target Organizations	University	Slot
1. Improving Administrative Ability and Institution Building	1-1 Improvement of Public Administration and Legal System	Ministry of Finance Ministry of State Administration Local Government Civil Service Commission Ministry of Justice Ministry of Foreign Affairs and Cooperation Ministry of the Interior Ministry of Parliamentary Affairs and Social Communication, etc.	Hiroshima University, Graduate School of Humanities and Social Sciences Division of Humanities and Social Sciences	2
	1-2 Improvement of Service Delivery	Ministry of Education, Youth and Sports Ministry of Health Ministry of State Administration Local Government the National University of Timor-Lorosa'e National Directorate for Water Services (DNSA) Bec Timor-Leste, etc.	International University of Japan, Graduate School of International Relations	2
2. Promotion of Industrial Policy		the Faculty of Engineering, Science and Technology, the National University of Timor-Lorosa'e Timor Gap Electricity East Timor Petroleum and Geology Institute Ministry of Tourism, Trade and Industry, etc.	Gifu University, Graduate School of Natural Science and Technology	1
3. Promotion of Environmental Policy and Natural Resource Management		Ministry of Tourism, Trade and Industry Ministry of Agriculture and Fisheries Ministry of State Administration the National University of Timor-Lorosa'e Local Government Petroleum and Geology Institute, etc.	Hiroshima University, Graduate School of Advanced Science and Engineering	2
Total Number/ year				7

**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. 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 Timor-Leste)**

**(3) Japan's ODA Policy and Achievement (including Timor-Leste)**

**Relevant Projects and Training Programs of JICA Timor-Leste 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 Timor-Leste.

**(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 Timor-Leste in order for the smooth study/ research in Japan	
2) During study in Japan	
3) After return	
Utilization of outcome of research	

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

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

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

1 batch    X fellows × 4 years = X fellows  
From the year 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 Timor-Leste 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 Democratic Republic of Timor-Leste
- 2) Age: Between 22 and 45 as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Possess a Bachelor's degree authorized by the Government of Timor-Leste or other countries
- 4) Occupation:
  - Currently employed by following type/status.
    - <All Component>
      - Permanent Civil Servants mentioned in LAW No. 5/2009 APPROVES THE STATUE OF THE CIVIL SERVICE (First amendment to Law 8/2004) from All Ministries
      - Permanent Teaching Staff from National University of Timor-Leste (UNTL) and Polytechnic Institute of Betano (IPB)
    - <Only for Component 2-1, 3-1>
      - Permanent from All Public institute and Public Enterprise (IP/EP)
  - Required at least 2(two) years of work experience as full-time employee at the time of application. (Part time jobs and volunteer activities are not counted as work experience).
- 5) English Proficiency:
  - Have a good command of both written and spoken English. TOEFL 500 or higher is preferable (not required).
- 6) Performance Evaluation:



- Applicants are required to submit a copy of the performance evaluation in 2019 and 2020.
- Those who obtained the evaluation "Very Good" or "Good" for consecutive 2 years are eligible to apply

7) Health Condition:

- Mentally and physically in good health

Note: All applicants need to take and pass required medical check-ups arranged by JDS Project Office prior to Comprehensive Interview. Those who cannot undergo the medical examinations and fulfill all the medical requirements will be disqualified from JDS scholarship.

8) Ineligibility:

- A person corresponds to the followings is not eligible to apply.
  - Those who are currently receiving (or is scheduled to receive) another scholarship (including other scholarships of Japan).
  - Those who have obtained a master's or higher degrees overseas under the support of foreign scholarship.
  - Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list.



## 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	INAP	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	INAP	N/A	
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing of the G/A	MOF	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	MOF	N/A	
5	To bear the following commissions to a bank of Japan for the banking services based upon the B/A				
	1) Advising commission of A/P	Within 1 month after the signing of the contract	INAP	approx. JPY6,000.	
	2) Payment commission for A/P	Every payment	INAP	approx. 0.1% of the payment amount	
6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	INAP	N/A	
7	To organize the Committee meeting	During the Project	INAP	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 are exempted.	During the Project	INAP	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	INAP	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	INAP	N/A	
11	To give due environmental and social consideration in the implementation of the Project	During the Project	INAP	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	INAP	N/A	

(INAP : National Institute of Public Administration, B/A: Banking Arrangement, A/P: Authorization to pay, MOF :Ministry of Finance, 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 Timor-Leste (Master's Course)

Sub-Program	Component	University	Graduate School	Expected Number of JDS Participants				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1. Improving Administrative Ability and Institution Building	1-1 Improvement of Public Administration and Legal System	Hiroshima University	Graduate School of Humanities and Social Sciences Division of Humanities and Social Sciences	2	2	2	2	8
	1-2 Improvement of Service Delivery	International University of Japan	Graduate School of International Relations	2	2	2	2	8
2. Promotion of Industrial Policy		Gifu University	Graduate School of Natural Science and Technology	1	1	1	1	4
3. Promotion of Environmental Policy and Natural Resource Management		Hiroshima University	Graduate School of Advanced Science and Engineering	2	2	2	2	8
Total				7	7	7	7	28

**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: The Democratic Republic of Timor-Leste
2. Target Priority (Sub-Program) Area: Improving Administrative Ability and Institution Building
3. Operating Committee:  
 Timor-Leste Side: National Institute of Public Administration (INAP), Civil Service Commission (CSC), Ministry of Higher Education, Science and Culture, Human Capital Development Fund (FDCH), Ministry of Foreign Affairs and Cooperation (MNEC)  
 Japanese Side: Embassy of Japan in Timor-Leste, JICA Timor Office

**Itemized Table 1-1**

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

**(1) Basic Information**

1. Target Priority (Sub-Program) Area: Improving Administrative Ability and Institution Building
2. Component: Improvement of Public Administration and Legal System
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 Timor-Leste)**

Many ministries and agencies of the government of Timor-Leste depend on assistance from foreign advisers and donors and cannot adequately perform a series of planning and policymaking functions themselves, such as identifying and organizing issues, discussing policies, and formulating and implementing policies. Although the government formulated the Strategic Development Plan (SDP) 2011-2030, it cannot achieve this plan or run the country in a consistent manner unless the Timorese people themselves think and act to achieve the plan.

On the fiscal front, 80 to 90 percent of the country's annual expenditure is accounted for by revenue from oil production, but its reserves are on the decrease after peaking in 2015 due to lower oil production and prices. Establishing the Fiscal Reform Commission, the government has started to work on increasing revenue by reinforcing the capabilities of tax offices and considering the introduction of value-added tax because improving fiscal management is a matter of urgency.

Furthermore, the government does not have enough legal experts. Although the government has been enacting basic laws with the help of foreign countries and UN organizations, the imported legal systems do not fully consider the country's reality. The government has a pressing need to increase the number of staff who can draft laws because some donors only delivered drafts instead of helping the Timorese draft laws. While many Timorese people do not speak Portuguese, one of the country's official languages, it is important to have in place laws that considers the country's reality and legal systems, including legal experts.

The JDS is expected to improve the abilities of government officials who can formulate policies on public property management, establishment of legal systems, and international relations.

### (3) Japan's ODA Policy and Achievement (including Timor-Leste)

#### Relevant Projects and Training Programs of JICA Timor-Leste Office:

In the "Japan's Country Assistance Policy for the Democratic Republic of Timor-Leste" (as May, 2017), "Assisting the Process for Establishing the Foundation of Sustainable Development of the Country" is determined as Major Target for policy of assistance for Timor-Leste. Under the major target, "Improvement and Expansion of Social Services Delivery" is set as one of the priority assistance fields. In "Improvement of Services by Government and Private sector" which is categorized as Development Issue under the priority assistance field, Human Resource Development Program for Strengthening Administrative Functions and Administrative Capacities is implemented.

## 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 Timor-Leste.

### (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 public financial management, legal system design.

#### 2) Project purpose

To improve capacity of human resources engaged in public financial management, legal system design.

### (3) Verifiable Indicators

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

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

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

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

Hiroshima University, Graduate School of Humanities and Social Sciences Division of Humanities and Social Sciences, [2 fellows / year total 8 fellows / 4 years]

### (5) Activity (Example)

#### Hiroshima University, Graduate School of Humanities and Social Sciences Division of Humanities and Social Sciences

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To improve basic academic knowledge before enrolment	· JDS Fellows are provided with textbooks on basic economics and are required to conduct self-study under the instruction of teaching assistants (Ph.D. students in our course) and professors.
2) During study in Japan	

<p>To learn the foundation for acquiring policy analysis ability</p>	<p>In the first year, Fellows will learn the basic subjects: development macroeconomics, development microeconomics, and econometrics.</p>
<p>To learn more specialized knowledge by taking courses of applied courses (elective courses)</p>	<ul style="list-style-type: none"> <li>· From the second half of the first year, Fellows can obtain more specialized knowledge based on their interests, through Research methods, Academic Writing, Statistics, Econometrics (Policy Impact Evaluation, Economic Development and Policy), Other relevant subjects..</li> <li>· All Fellows are required to join the seminar held by their supervisor every week. Through the seminar classes, Fellow can receive more deliberate supervision (research plan, literature review, academic presentation, and academic writing) and obtain basic skills necessary for academic research (analytical methods and result interpretation).</li> <li>· Moreover, IDEC offers an interdisciplinary curriculum to learn international affairs and regional studies as well as economics. Therefore, Fellows can learn cross-sectoral knowledge and skills.</li> </ul>
<p>To learn practical skills and applied skills</p>	<ul style="list-style-type: none"> <li>· At least one Ph.D. student is assigned to every JDS Fellow for two years (mentorship system). Fellows are able to get appropriate advice and ample support on their research from the mentor whenever they want.</li> <li>· The university provides special English language courses “Academic Writing for Research Papers.” Through these courses, Fellows can obtain basic skills in writing academic papers. In addition, JDS Fellows can utilize English proofreading by native speakers on their master theses. These practices have improved Fellows’ English skills dramatically.</li> <li>· Through the research grant project, the university actively promote field research by Fellows. To obtain the research grant, Fellows are required to prepare a feasible research plan. In the field, Fellows are monitored regularly by professors, and are able to obtain appropriate advices from them.</li> <li>· The university provides several opportunities to discuss with specialists from other universities and institutions, and to learn practical knowledge from officers of governmental and international organizations, which</li> </ul>

	would be very useful to build a network of personal connections with professionals. In particular, we hold “JDS seminars” regularly, inviting professionals or specialists from other universities or institutions. The content of the seminar ranges from the latest research findings to general developmental issues. In addition, we actively promote Fellows’ participation to academic conferences.
3) After return	
Follow up activities	<ul style="list-style-type: none"> <li>· In order to get feedback from graduates on how they utilize the knowledge acquired in our course and how the university should improve the on-going JDS project, the university hold a follow-up seminar in Timor-Leste after Fellows going back to the country.</li> <li>· The university will hold feedback seminar in Timor Leste. Information obtained from the seminar is utilized to improve the quality of the JDS project and make sure that their knowledge and skills are used in the most effective and suitable ways for their work.</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 Timor-Leste 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 Democratic Republic of Timor-Leste
- 2) Age: Between 22 and 45 as of April 1<sup>st</sup> in the year of dispatch (in principle)
- 3) Academic Background:
  - Possess a Bachelor’s degree authorized by the Government of Timor-Leste or other countries
  - Have a good command of both written and spoken English.
- 4) Occupation:
  - Currently employed by following type/status.

<All Component>

- Permanent Civil Servants mentioned in LAW No. 5/2009 APPROVES THE STATUE OF THE CIVIL SERVICE (First amendment to Law 8/2004) from All Ministries
- Permanent Teaching Staff from National University of Timor-Leste (UNTL) and Polytechnic Institute of Betano (IPB)

<Only for Component 2-1, 3-1>

- Permanent from ANATL, APORTIL, AACTL, IPG. Timor Gap, BTL, ANAS, EDTL and AENE

- Required at least 2(two) years of work experience as full-time employee at the time of application.  
(Part time jobs and volunteer activities are not counted as work experience).

#### 6) Performance Evaluation:

- Applicants are required to submit a copy of the performance evaluation in last 2 years.
- Those who obtained the evaluation "Very Good" or "Good" in last 2 years are eligible to apply

#### 7) Health Condition:

- Mentally and physically in good health

Note: All applicants need to take and pass required medical check-ups arranged by JDS Project Office prior to Comprehensive Interview. Those who cannot undergo the medical examinations and fulfill all the medical requirements will be disqualified from JDS scholarship.

#### 8) Ineligibility:

- A person corresponds to the followings is not eligible to apply.
  - Those who are currently receiving (or is scheduled to receive) another scholarship (including other scholarships of Japan).
  - Those who have obtained a master's or higher degrees overseas under the support of foreign scholarship.
  - Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list.



## 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: The Democratic Republic of Timor-Leste
2. Target Priority (Sub-Program) Area: Improving Administrative Ability and Institution Building
3. Operating Committee:  
Timor-Leste Side: National Institute of Public Administration (INAP), Civil Service Commission (CSC), Ministry of Higher Education, Science and Culture, Human Capital Development Fund (FDCH), Ministry of Foreign Affairs and Cooperation (MNEC)  
Japanese Side: Embassy of Japan in Timor-Leste, JICA Timor Office

#### **Itemized Table 1-2**

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

##### **(1) Basic Information**

1. Target Priority (Sub-Program) Area: Improving Administrative Ability and Institution Building
2. Component: Improvement of Service Delivery
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 Timor-Leste)**

It is important to improve and expand the delivery of social services that benefit every Timorese person to achieve the development goals of the SDP 2011-2030 as well as increase the national vitality with a view to equal economic exchanges with the members of the ASEAN, which Timor-Leste wants to join. The government aims to improve its delivery of social services in the fields of public health, education, public hygiene, and public safety, but is falling further behind ASEAN countries in the achievement of the SDGs. Essential public services are not fully available to people, particularly in rural areas. It is therefore necessary to plan the development of human resources that can analyze the actual situation of administrative services, plan administrative services, and provide public services, and to formulate a master plan that will bring overall progress gradually. The Japanese government has assisted in the improvement and expansion of social service delivery as one of the priority areas for assistance with the goal of “assisting in the process of establishing the foundation for the sustainable development of the country in alignment with the SDP as well as SDGs and from the perspective of ensuring stability, prosperity, and human security in the Southeast Asia region.” This project comprises part of such assistance. Assistance already provided by Japan includes technical cooperation in water supply improvement and grass-roots assistance in service improvement, such as grass-roots technical cooperation projects and Japanese Overseas Corporation Volunteers. The JDS is expected to improve the abilities of government officials who can formulate policies to improve and expand public services.

##### **(3) Japan’s ODA Policy and Achievement (including Timor-Leste)**

###### **Relevant Projects and Training Programs of JICA Timor-Leste Office:**

In the “Japan’s Country Assistance Policy for the Democratic Republic of Timor-Leste” (as May, 2017), “Assisting the Process for Establishing the Foundation of Sustainable Development of the Country” is determined as Major Target for policy of assistance for Timor-Leste. Under the major target, “Improvement and Expansion of Social Service Delivery” is set as one of the priority assistance fields.

In “Improvement of services by Government and Private sector” which is categorized as Development Issue under the priority assistance field, Human Resource Development Program for strengthening public service on health and education is implemented.

## 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 Timor-Leste.

### (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 improvement of service delivery.
- 2) Project purpose  
To improve capacity of human resources engaged in improvement of service delivery.

### (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 Relations, International Development Program (IDP) [2 fellows / year total 8 fellows / 4 years]

### (5) Activity (Example)

#### International University of Japan, Graduate School of International Relations, International Development Program (IDP)

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Improvement of the basic academic level in the pre-enrollment	<ul style="list-style-type: none"> <li>· To prepare enrollment for master courses, courses on such subjects as Basic Mathematics and Basic Economics will be offered in JDS Fellows’ countries or Japan prior to their enrollment.</li> </ul>
2) During study in Japan	
Acquirement of special knowledge advanced analyzing skills and practical theories	<ul style="list-style-type: none"> <li>· Through taking lectures on Microeconomics, and Macroeconomics, JDS Fellows can obtain advanced analyzing and problem-solving ability as well as basic knowledge of making economic policies.</li> <li>· JDS Fellows will learn how to apply basic theories and analytical techniques to solve the challenges the country is facing as well as related problems. We offer</li> </ul>

	<p>many applied courses that teach how to analyze and quantitatively evaluate the effects of policies related to health, education and private sectors.</p> <ul style="list-style-type: none"> <li>Through detailed guidance by supervisors who are familiar with related issues, JDS Fellows can deepen their understanding of research issues, identify problems from an economic perspective, and acquire skills for quantitative analysis using econometrics software such as STATA and EViews.</li> </ul>
Acquirement of practical and applied skills	<ul style="list-style-type: none"> <li>Invite prominent guest speaker from other universities, foreign governments, etc. and case studies, seminars and workshops on agenda policy practices will be conducted.</li> <li>Video conferences and seminars with organizations in various countries will be held by utilizing IUJ's video conference system. Furthermore, field trips to government organizations, stock exchange, and securities companies in Japan will be organized.</li> </ul>
3) After return	
Sustainable improvement of JDS Fellows' knowledge, theories and skills	<ul style="list-style-type: none"> <li>GSIR will provide JDS Fellows with follow-up training after graduation in scholars' countries with the aim of continuously improving their knowledge, theories, and skills.</li> <li>Joint seminars inviting graduates, current Fellows, and new enrollees will also be held concurrently so that JDS Fellows can enhance mutual understanding, share knowledge and experiences, and strengthen their network.</li> <li>With possible cooperation from public organizations, joint research projects between graduates and faculty members will be facilitated.</li> </ul>

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

<p>1) Expenses for activities of Special Program provided by the accepting university before, during, and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow-up activities after returning home)</p> <p>2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)</p> <p>3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)</p>
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#### (6)-2 Input Duration and the Number of JDS Fellows

<p>1 batch 2 fellows x 4 years = 8 fellows</p> <p>From the year 2023 (Until 2025) : 2 fellows, From the year 2024 (Until 2026) : 2 fellows</p> <p>From the year 2025 (Until 2027) : 2 fellows, From the year 2026 (Until 2028) : 2 fellows</p>
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## **(7) Inputs from the Timor-Leste 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 Democratic Republic of Timor-Leste
  - 2) Age: Between 22 and 45 as of April 1<sup>st</sup> in the year of dispatch (in principle)
  - 3) Academic Background:
    - Possess a Bachelor's degree authorized by the Government of Timor-Leste or other countries
    - Have a good command of both written and spoken English.
  - 4) Occupation:
    - Currently employed by following type/status.
      - <All Component>
        - Permanent Civil Servants mentioned in LAW No. 5/2009 APPROVES THE STATUE OF THE CIVIL SERVICE (First amendment to Law 8/2004) from All Ministries
        - Permanent Teaching Staff from National University of Timor-Leste (UNTL) and Polytechnic Institute of Betano (IPB)
      - <Only for Component 2-1, 3-1>
        - Permanent from ANATL, APORTIL, AACTL, IPG. Timor Gap, BTL, ANAS, EDTL and AENE
    - Required at least 2(two) years of work experience as full-time employee at the time of application. (Part time jobs and volunteer activities are not counted as work experience).
  - 6) Performance Evaluation:
    - Applicants are required to submit a copy of the performance evaluation in last 2 years.
    - Those who obtained the evaluation "Very Good" or "Good" in last 2 years are eligible to apply
  - 7) Health Condition:
    - Mentally and physically in good health
- Note: All applicants need to take and pass required medical check-ups arranged by JDS Project Office prior to Comprehensive Interview. Those who cannot undergo the medical examinations and fulfill all the medical requirements will be disqualified from JDS scholarship.
- 8) Ineligibility:
    - A person corresponds to the followings is not eligible to apply.
      - Those who are currently receiving (or is scheduled to receive) another scholarship (including other scholarships of Japan).
      - Those who have obtained a master's or higher degrees overseas under the support of foreign scholarship.
      - Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list.

## 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: The Democratic Republic of Timor-Leste
2. Target Priority (Sub-Program) Area: Promotion of Industrial Policy
3. Operating Committee:  
Timor-Leste Side: National Institute of Public Administration (INAP), Civil Service Commission (CSC), Ministry of Higher Education, Science and Culture, Human Capital Development Fund (FDCH), Ministry of Foreign Affairs and Cooperation (MNEC)  
Japanese Side: Embassy of Japan in Timor-Leste, JICA Timor Office

#### **Itemized Table 1-2**

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

##### **(1) Basic Information**

1. Target Priority (Sub-Program) Area: Promotion of Industrial Policy
2. Component: Promotion of Industrial 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 Timor-Leste)**

After 20 years from its independence in 2002, Timor-Leste now needs to move on to the phase of sustainable development and the development of a self-supporting economy and society, moving on from the phase of reconstruction. On the economic front, the country has natural gas and petroleum resources, and allocates the production revenue to public investment and other fiscal expenditure in accordance with certain rules. However, the declining revenue resulting from lower oil production and prices has forced the country to dip into its reserves in recent years. Since only one-third of the population aged 20 and above engages in economic activity and the population under 25 accounts for more than 60 percent of the total population, the country needs to stop its heavy reliance on its reserves and to increase the working population through industrial development. The government formulated the SDP 2011-2030 to become an “upper middle income nation” by 2030, setting industrial development as one of the priority goals. For a departure from an economy reliant on petroleum and natural gas, industrial diversification is essential. And industrial diversification requires developing new industries, promoting efforts to improve the efficiency of the existing industrial structure, and the development of industrial human resources. The Japanese government has also assisted in the promotion of industry diversification as another priority area for assistance with the goal of assistance to Timor-Leste as mentioned above. This project also comprises part of such assistance. Other Japanese assistance in this field includes advisers on industrial policy and development, agricultural and rural development projects, and the development of industrial human resources at the Faculty of Engineering of the National University of Timor-Leste. The JDS is expected to improve the abilities of government officials who can formulate industrial policies and industrial development strategies and policies.

##### **(3) Japan’s ODA Policy and Achievement (including Timor-Leste)**

###### **Relevant Projects and Training Programs of JICA Timor-Leste Office:**

In the “Japan’s Country Assistance Policy for the Democratic Republic of Timor-Leste” (as May, 2017), “Assisting the Process for Establishing the Foundation of Sustainable Development of the Country” is

determined as Major Target for policy of assistance for Timor-Leste. Under the major target, "Promotion of Industrial Diversification" is set as one of the priority assistance fields.

In "Industrial Diversification Development" which is categorized as Development Issue under the priority assistance field, Human Resource Development Program for strengthening production base is implemented.

## 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 Timor-Leste.

### (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 promotion of industrial policy.

#### 2) Project purpose

To improve capacity of human resources engaged in promotion of industrial 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

Gifu University, Graduate School of Natural Science and Technology

[1 fellows / year total 4 fellows / 4 years]

### (5) Activity (Example)

#### Gifu University, Graduate School of Natural Science and Technology

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Improvement of the basic academic level in the pre-enrollment	<ul style="list-style-type: none"> <li>To prepare enrollment for master courses, prior guidance will be provided face-to-face or online by the faculty members who will be instructed if necessary.</li> </ul>
2) During study in Japan	
Acquirement of special knowledge advanced analyzing skills and practical theories	<ul style="list-style-type: none"> <li>The Graduate School of Natural Science and Technology has, as engineering departments, "Life Science &amp; Chemistry", "Civil &amp; Environmental Engineering", "Materials Science &amp; Processing", "Intelligence Science &amp; Engineering", and "Energy Engineering".</li> <li>By taking the courses from the various course groups, the students can not only master your specialty, but</li> </ul>

	also develop the flexibility to expand your specialty, the creativity to create new concepts. The students will be highly international human resources who can play an active role in the world.
Acquirement of practical and applied skills	<ul style="list-style-type: none"> <li>· Internships (10 days) at Japanese companies are set as compulsory credits. In principle, the accepting companies are required to respond in English.</li> <li>· Since 2002, the Graduate School of Natural Science and Technology have participated in JICA Capacity Development of Teaching Staff in the Faculty of Engineering (CADETES) Project, and have promoted human development through long-term and short-term training, dispatch of our faculty members, etc., and have supported the acquisition of doctor and master degrees of engineering. Most alumnus of our university have experience as deans and department heads of university in Timor Leste, and some also serve as ministers, members of parliament, and the president of the only electric power company. By utilizing these environments and human networks, we now conduct research activities and internships that are conscious of the SDGs and national development strategies.</li> </ul>
3) After return	
Sustainable improvement of JDS Fellows' knowledge, theories and skills	<ul style="list-style-type: none"> <li>· Graduates can join the engineering alumni association and have a connection with Gifu University even after graduation. In addition, we would like to hold alumni symposiums by graduates on a regular basis, and invite them to Gifu University to present their research and development contents. This symposium will provide opportunity to exchange them, to continue their relationship with Gifu University, and to conduct joint research.</li> </ul>

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

<ol style="list-style-type: none"> <li>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)</li> <li>2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)</li> <li>3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)</li> </ol>
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### (6)-2 Input Duration and the Number of JDS Fellows

1 batch 1 fellows x 4 years = 4 fellows

From the year 2023 (Until 2025) : 1 fellows, From the year 2024 (Until 2026) : 1 fellows

From the year 2025 (Until 2027) : 1 fellows, From the year 2026 (Until 2028) : 1 fellows

### **(7) Inputs from the Timor-Leste 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 Democratic Republic of Timor-Leste

2) Age: Between 22 and 45 as of April 1<sup>st</sup> in the year of dispatch (in principle)

3) Academic Background:

- Possess a Bachelor's degree authorized by the Government of Timor-Leste or other countries
- Have a good command of both written and spoken English.

4) Occupation:

- Currently employed by following type/status.

<All Component>

- Permanent Civil Servants mentioned in LAW No. 5/2009 APPROVES THE STATUE OF THE CIVIL SERVICE (First amendment to Law 8/2004) from All Ministries
- Permanent Teaching Staff from National University of Timor-Leste (UNTL) and Polytechnic Institute of Betano (IPB)

<Only for Component 2-1, 3-1>

- Permanent from ANATL, APORTIL, AACTL, IPG, Timor Gap, BTL, ANAS, EDTL and AENE

- Required at least 2(two) years of work experience as full-time employee at the time of application.

(Part time jobs and volunteer activities are not counted as work experience).

6) Performance Evaluation:

- Applicants are required to submit a copy of the performance evaluation in last 2 years.
- Those who obtained the evaluation "Very Good" or "Good" in last 2 years are eligible to apply

7) Health Condition:

- Mentally and physically in good health

Note: All applicants need to take and pass required medical check-ups arranged by JDS Project Office prior to Comprehensive Interview. Those who cannot undergo the medical examinations and fulfill all the medical requirements will be disqualified from JDS scholarship.

8) Ineligibility:

- A person corresponds to the followings is not eligible to apply.
  - Those who are currently receiving (or is scheduled to receive) another scholarship (including other scholarships of Japan).
  - Those who have obtained a master's or higher degrees overseas under the support of foreign scholarship.
  - Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list.



## **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: The Democratic Republic of Timor-Leste
2. Target Priority (Sub-Program) Area:  
Promotion of Environmental Policy and Natural Resource Management
3. Operating Committee:  
Timor-Leste Side: National Institute of Public Administration (INAP), Civil Service Commission (CSC), Ministry of Higher Education, Science and Culture, Human Capital Development Fund (FDCH), Ministry of Foreign Affairs and Cooperation (MNEC)  
Japanese Side: Embassy of Japan in Timor-Leste, JICA Timor Office

#### **Itemized Table 1-2**

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

###### **(1) Basic Information**

1. Target Priority (Sub-Program) Area:  
Promotion of Environmental Policy and Natural Resource Management
2. Component: Promotion of Environmental Policy and Natural Resource Management
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 Timor-Leste)**

Recent frequent flooding in Timor-Leste has affected the lives of residents in river basins and caused huge damage to the capital Dili and the country's economy. Climate change and worsening environmental problems, including forest destruction, are responsible for the floods. The country has seen continued forest destruction resulting from deforestation for farmland expansion and overgrazing, which has caused damage to forests and ecosystems and increased greenhouse gas emissions. Drought also threatens the food security and livelihoods of rural residents. In addition, future economic growth and urbanization will cause a further increase in greenhouse gas emissions attributable to increasing energy consumption, air and water pollution, increasing waste generation, and biodiversity losses attributable to improper land use. As the tourism industry, one of the priority areas for industrial development, has drawn international attention for biodiversity and ecotourism, the country needs to raise public understanding and awareness of its environmental problems. While the ASEAN has attached great importance to climate change and other environmental problems, Timor-Leste, which wants to join the association, urgently needs to develop human resources in the environmental field. The JDS is expected to develop human resources that contribute to formulating and managing policies on climate change adaptation and mitigation, addressing urban environmental problems, sustainable forest management, biodiversity conservation, and disaster management.

###### **(3) Japan's ODA Policy and Achievement (including Timor-Leste)**

###### **Relevant Projects and Training Programs of JICA Timor-Leste Office:**

In the "Japan's Country Assistance Policy for the Democratic Republic of Timor-Leste" (as May, 2017), "Assisting the Process for Establishing the Foundation of Sustainable Development of the Country" is determined as Major Target for policy of assistance for Timor-Leste. Under the major target, "Promotion of Industrial Diversification" is set as one of the priority assistance fields.

In “Industrial Diversification Development” which is categorized as Development Issue under the priority assistance field, Human Resource Development Program for Institutional and capacity building for industrial diversification is implemented.

## 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 Timor-Leste.

### (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 promotion of environmental policy and natural resource management.

#### 2) Project purpose

To improve capacity of human resources engaged in promotion of environmental policy and natural resource 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 participants.

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

Hiroshima University, Graduate School of Advanced Science and Engineering  
[1 fellows / year total 4 fellows / 4 years]

### (5) Activity (Example)

#### Hiroshima University, Graduate School of Advanced Science and Engineering

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Prepare for smooth start of the study and research by enhancing the knowledge related to own research theme.	Receive textbooks on basic environmental policy and natural resource management and conduct self-study under the instruction of professors. Submit a report on importance of designing and realizing a promotion of environmental policy and natural resource management in Timor Leste, and receive some advices from professors through online meetings and e-mails based on expertise to improve academic skills.
2) During study in Japan	
Acquire the fundamental knowledge on promotion of environmental policy and natural resource management.	Acquire the fundamental knowledge on sustainable society, and strengthen problem-solving and analytical skills on current issues of environmental policy and natural resource management.

Gain the technical knowledge of problem-solving policy, institution and development technology with the interdisciplinary knowledge on the above perspectives, analytical skills and methods to evaluate the effectiveness and feasibility of policy and technology measures.	Gain the technical knowledge of problem-solving policy, institution and development technology with the interdisciplinary knowledge on the above perspectives, analytical skills and methods to evaluate the effectiveness and feasibility of policy and technology measures.
Practice case studies for problem solving for policy, regulations and development techniques.	Practice case studies for problem solving for policy, regulations and development techniques.
Participate in a field research by using the existing internship programs.	Participate in a field research by using the existing internship programs.
3) After return	
Participate in a follow-up seminar to utilize the outcome of the research in Japan.	Participate in a follow-up seminar to utilize the outcome of the research in Japan.

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

<p>1) Expenses for activities of Special Program provided by the accepting university before, during, and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops, follow-up activities after returning home)</p> <p>2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)</p> <p>3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)</p>
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#### **(6)-2 Input Duration and the Number of JDS Fellows**

<p>1 batch 1 fellows x 4 years = 4 fellows</p> <p>From the year 2023 (Until 2025) : 1 fellows, From the year 2024 (Until 2026) : 1 fellows</p> <p>From the year 2025 (Until 2027) : 1 fellows, From the year 2026 (Until 2028) : 1 fellows</p>
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#### **(7) Inputs from the Timor-Leste Side**

<p>1) Dispatch of JDS fellows</p> <p>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)</p>
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#### **(8) Qualifications**

- 1) Nationality: Citizens of the Democratic Republic of Timor-Leste
  - 2) Age: Between 22 and 45 as of April 1<sup>st</sup> in the year of dispatch (in principle)
  - 3) Academic Background:
    - Possess a Bachelor's degree authorized by the Government of Timor-Leste or other countries
    - Have a good command of both written and spoken English.
  - 4) Occupation:
    - Currently employed by following type/status.
      - <All Component>
        - Permanent Civil Servants mentioned in LAW No. 5/2009 APPROVES THE STATUE OF THE CIVIL SERVICE (First amendment to Law 8/2004) from All Ministries
        - Permanent Teaching Staff from National University of Timor-Leste (UNTL) and Polytechnic Institute of Betano (IPB)
      - <Only for Component 2-1, 3-1>
        - Permanent from ANATL, APORTIL, AACTL, IPG. Timor Gap, BTL, ANAS, EDTL and AENE
    - Required at least 2(two) years of work experience as full-time employee at the time of application. (Part time jobs and volunteer activities are not counted as work experience).
  - 6) Performance Evaluation:
    - Applicants are required to submit a copy of the performance evaluation in last 2 years.
    - Those who obtained the evaluation "Very Good" or "Good" in last 2 years are eligible to apply
  - 7) Health Condition:
    - Mentally and physically in good health
- Note: All applicants need to take and pass required medical check-ups arranged by JDS Project Office prior to Comprehensive Interview. Those who cannot undergo the medical examinations and fulfill all the medical requirements will be disqualified from JDS scholarship.
- 8) Ineligibility:
    - A person corresponds to the followings is not eligible to apply.
      - Those who are currently receiving (or is scheduled to receive) another scholarship (including other scholarships of Japan).
      - Those who have obtained a master's or higher degrees overseas under the support of foreign scholarship.
      - Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list.

## Summary of Target Organizations JDS Project Timor-Leste 2021

No.	Organization (Ministry of)	1 Basic Information																																		
		1-1. Employee's composition						1-2. Management composition																												
		Work place		Gender		Age distribution		Degree holders		English User		Director General		National Director		District Director		Head of Department		Head of Section		Master holders	Ph.D. holders													
D/II	Povince	Male	Female	20-29	30-39	Over 40	Diploma	Bachelor	Master	Ph.D.	Business Level	University Level	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female												
1	Ministry of Agriculture (4 departments which distributed the QS to JICE)	1,022	150	785	389	150	27	70	87	312	8	1	42	1			187	154	33	79	69	10	27	1												
2	National University of Timor-Leste (UNTL)			235	126	5	169	187	141	23	12						48	30	18	5	2	3	2													
3	Institute of Petroleum and Geology (IPG)																						2													
4	Ministry of State of Administration			456	208	7	333	323	25	133	34						69	47	22				11													
5	Ministry of Education	17,282		300		162																														
6	Timor GAP	117	16	96	37	9	77	47	2	74	38						20	16	4				9													
7	Electricity of Timor-Leste, EP (EDTL)	325	197	484	38	135	365		74	13	1						17	16	1	2	2		7	1												
8	Ministry of Health	5,155		818	386	390	1,344	2,641	1,627	55	2						12	10	2	163	128	39	11	5	6											
9	Ministry of Petroleum and Resource Mineral			23	12	12	23	14	21				9	14	1	1	5	3	2	9	5	4	2	3												
10	National Parliament			80	64	3	52	89	48	86	10						1	1		6	4	2	18	15	3											
11	Ministry of Foreign Affairs	245		146	99	20	98	127	11	159	27	4					4	3	1	26	15	11	6	6												
12	Ministry of Justice	421	275	527	177	1	237	430	81	155	36						3	2	1	11	9	2	27	26	1	62	44	18	12	11	1	14				
13	Ministry of Transportation and Communication			295	91												3	3		13	2	11	6	6	45	32	13	76	51	25	7	1				
14	Comission Anti Corruption			48	12		42	12		55	5						3	3		9	7	2										2				
15	Autonomous Service Medicines and Health Equipment-SAMES (Under Ministry of Health)			38	18																															
16	Secretary of state for the Environment	53	28	66	15		10	71	9	31	15						5	2	2	8	6	2	18	16	2											
17	National Institute of Public Administration			52	39				3	32	20						1	1		4	4		11	4									4			
18	Civil Aviation Authority of Timor-Leste (AACLT)	32		27	5	6	12	14	1	19	2						1	1		6	6		10	8	2								1			
19	Port Authority of Timor-Leste (APORTIL)			43	19	15	20	27	3	32	2									6	3	3	6	4	2	2	2	2	2	2	2	2	2	2	2	2
20	Ministry of Solidarity and Social Inclusive	233	179	258	149	5											5	4	1	9	8	1	12	9	3	17	11	6	4	3	1	5				