

Democratic Republic of Timor-Leste
Ministry of State Administration
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

May 2018

Japan International Cooperation Agency (JICA)

Japan International Cooperation Center (JICE)

GL
JR
18-008

SUMMARY

1. Summary of the Preparatory Survey

Background of the Survey

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) was first launched in Uzbekistan and Laos in fiscal year (FY) 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The project has later been introduced to other countries as well, and has accepted 3,970 international students from a total of 15 countries since the first intake of international students in FY 2000 up to FY 2017.

Since FY 2009, the project was gradually switched to a new system as adopted by partner countries subsequently. In this system, an intake framework in four batches is planned, based on the aid policies of the Japanese government and the development issues and the human resources development needs of the target countries. Furthermore, the target of the project is limited to civil servants who are involved in the formulation and implementation of policy in development issues.

Subsequently, in the basic research project “Factor Analysis Concerning the Result of the JDS projects” (referred to below as the JDS basic research) conducted by JICA in FY 2014, the results and factors of the JDS project in the 11 target countries were compared and analyzed, and future project enforcement policies and strategies were demonstrated. The basic research report indicated that over past 15 years the JDS project has contributed significantly to the improvement of the abilities of administrative officers and organizations in the target countries to solve development issues, to the reinforcement of bilateral relationships between Japan and the target countries, and to the promotion of the internationalization of the accepting universities in Japan. The report gave the following four issues to be dealt with: (1) drawing up the basic enforcement policy; (2) selection of fellows who add value, to take in key persons; (3) follow-up for reinforcement of bilateral relationships; (4) development of human resources with good understanding on Japan and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: providing the Ph.D. program quota and establishing a private sector and special recommendation quota; the development of Japanese original programs; promotion of cooperation with Japanese industry and the involvement of ministries and agencies; and the strengthening of cooperation with local projects and of the relationships between Japanese universities and local related organizations.

Japan and Timor-Leste have consistently maintained a good relationship since the establishment of their diplomatic relationship in 2002, which was the independent year of Timor-Leste. Since Timor-Leste is the same maritime country as Japan, they share awareness that cooperation will be promoted in both countries in the marine field including overseas safety and maritime security,

and therefore the stability of Timor-Leste is important for Japan's development cooperation priority policy, "Free and Open Indo-Pacific Strategy".

Acceptance of 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:

- 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 2018 (dispatch in FY 2019).
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

Method of the Survey

As part of the preparatory survey, the field survey in Timor-Leste was conducted from November 2017 to April 2018.

- November 2017 to March 2018: 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) Selecting accepting universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
 - (3) Selecting target groups corresponding to each Sub-Program/Component
 - (4) Confirming the implementation structure of the project
- February 2018: Estimating the project scale
- April 2018: Drafting the basic plan for each Sub-Program/Component

Results of the Survey

(1) Project Design

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

The Framework of the JDS Project in Timor-Leste (from JDS Fellows 2019 to 2022)

Sub Program	Component	University	Slot
1 Improving Administrative Ability and Institution Building	1-1 Improvement of Public Administration and Legal System	Doshisha University (Graduate School of Global Studies)	2
	1-2 Improvement of Service Delivery (Health / Education)	International University of Japan (Graduate School of International Relations)	2
2 Rural and Industrial Development	2-1 Rural and Industrial Development	Ritsumeikan Asia Pacific University (Graduate School of Asia Pacific Studies)	2
3 Improvement of Transportation / Urban Environment Development	3-1 Improvement of Transportation / Urban Environment Development	Nagoya University (Graduate School of Environmental Studies)	2

It was agreed to include all institutions as JDS target groups with the aim of recruiting outstanding candidates from all government sectors. Also, as the general election of the National Assembly was held in May 2018, after the inauguration of the new cabinet, there is a possibility of reorganization of ministries and agencies, so while paying attention to the movements of the new cabinet, it was decided to discuss and agree on the setting of the target organizations at the 1st Operating Committee of 2018 again.

For the purpose of utilizing the knowledge gained in Japan and contributing to the medium to long term at the belonging ministries and agencies, it was confirmed that the target group should be excluded from non-permanent civil servant and target only permanent civil servant.

Also, since the faculty members of the National University of East Timor (UNTL) are civil servants belonging to Ministry of Education and Culture, many cases have been appointed as Ministers and Deputy Ministers in the past and are often considered to be institutions that contribute to development of Timor-Leste, it was agreed to include the permanent faculty members of UNTL as the target groups of JDS.

(2) Member of the Operating Committee

It was confirmed that the JDS Operating Committee consists of Timor-Leste members (National Institute of Public Administration (INAP), Civil Service Commission (CSC) and Ministry of Education and Culture), and Japanese members (Embassy of Japan in Timor-Leste and JICA Timor-Leste Office), and Both sides agreed upon that the committee makes discussions and decisions on the JDS project's policy for its implementation and operation.

Country	Role	System
Timor-Leste Side	Co-Chair	National Institute of Public Administration (INAP)
	Member	Ministry of Education and Culture (MOEC)
	Member	Civil Service Commission(CSC)
Japanese Side	Co-Chair	JICA Timor-Leste Office
	Member	Embassy of Japan in Timor-Leste

Evaluation of Relevance of the JDS Project

The consultant analyzed relevance between JDS and development programs in Timor-Leste, based on national development plan and strategy of the Timor-Leste government and the general circumstances of the relevant sectors. The priority areas for the JDS project match with the “Strategic Development Plan (SDP)¹” of the Timor-Leste government and will promote the strategic orientation.

In the Japan’s Country Assistance Policy for Timor-Leste formulated in May 2017, 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. The JDS project seeks to develop the competencies of key personnel at the government authorities with responsibility for the relevant fields. JDS is highly relevant to the assistance policies of both Japanese government and JICA in relation to ODA programs.

Thus, the JDS project can be seen as a project that will help the country of Timor-Leste to achieve the goals of its medium to long-term development plan, by providing high-level education to key personnel in government and private industry. It is highly consistent with aid policy and the philosophy of overseas aid in Japan. By augmenting other aid programs in areas of technical cooperation and grant aid such as “The Economic and Social Development Programme” and “The Project for Construction of Upriver Comoro Bridge”, the JDS project provides additional synergies for the benefit of Timor-Leste.

2. Recommendations

(1) Implementation Coordination

In the latest preparatory survey, it was agreed with Timor-Leste on important points such as: i) the project purposes of JDS; ii) the Operating Committee structure; and iii) acceptance plans. The INAP, co-chair of the Operating Committee, is an organization that supervises the overall training

¹ Timor-Leste Strategic Development Plan (SDP) <http://timor-leste.gov.tl/wp-content/uploads/2011/07/Timor-Leste-Strategic-Plan-2011-20301.pdf>

of civil servant, and one of member of Operating Committee, CSC is the parent organization of human resource in each organization. It was a significant achievement that the survey team successfully obtained from INAP and CSC sufficient support for the project by way of the preparatory survey. Through INAP and CSC, it would probably possible to reflect the committee's intention directly in each governmental organization, thus system of the project will be developed by improving the quality of the project.

(2) Impact of the Dissolution of the Cabinet in May 2018 and General Election

In Timor-Leste, National Assembly election was held on May 12, 2018. Depending on the results of the election, there is a possibility of being late to cabinetmaking, and the timing for E/N and G/A conclusion is unclear. In this situation, receiving the preliminary information from the JICA Timor-Leste Office, it was successfully included details related to the urgent implementation of procedures by both Japan and Timor-Leste for E/N and G/A conclusion at the beginning of JDS minutes of discussion agreed upon with the Minister of State Administration in this preparatory survey. Nonetheless, it is necessary to take notice the possibility of delay to E/N and G/A conclusion resulting from delayed cabinetmaking. Moreover, as the possibility of effects such as a shortened application period is high if the start of the project delayed. Operating Committee from Timor-Leste side will be encouraged to provide notification of JDS project to each organizations before the beginning of the selection in order to gather as many applications as possible even if a delay occurs.

(3) Cooperation with Other ODA Projects

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

In order to enhance the ability of civil servants for contribution to the socio-economic development, it is essential to cooperate with or be complemented by not only the JDS but also other programs. In this survey, it was discussed with six JICA experts, including experts from Ministry of Planning and Finance, Ministry of Development and Institutional Reform, Ministry of Commerce and Industry, and Chief Advisor of “Capability Improvement Project Phase II at UNTL Faculty of Engineering,” and agreed on cooperation for collaboration between projects. In

addition to this, it was proposed that the list of civil servants who participated in JICA's task-specific training and country-specific training in the past will also be shared from the JICA Office as potential candidates for JDS.

(4) Strategic Recruiting Activities

In order to achieve the goal of JDS project, acquisition of excellent JDS fellows is a prerequisite. However, it is estimated that it is not easy to secure eight JDS fellows each year. Through the survey, it was confirmed that there are not so many civil servant with high English ability and research ability. Moreover, the JICA Timor-Leste Office commented that it was difficult to acquire candidates of JICA long term trainees through the experience of the recruitment activities. On the other hand, according to the opinions of Timorese civil servants currently studying in Japan with the JICA project, in case Timorese wish to study overseas, Indonesia, Portuguese speaking countries, and English-speaking countries are considered as first candidate countries. The reason why Japan is not considered as the first candidate is because many Timorese misunderstand that Japanese language ability is essential for studying in Japan.

Therefore, in order to gather many talented applicants from major target organizations, it is important to engage in strategic recruitment activities. Based on previous experience in starting up JDS project in new countries, the low recognition of JDS in the initial year means that few people know what the JDS project is, resulting in few candidates being ensured. It is necessary to promote in cooperation with the organizations such as the Embassy of Japan and JICA Timor-Leste office.

First of all, it is expected to dissemination of information of the project among ministries by building a relationship and gaining cooperation of the person in charge of the JDS project in each target organization. Many of applicants get information from JDS contact departments of each organization. In order to ensure that the information will be distributed to candidates, it is most important to build good relationships and cooperate with the person in charge of JDS of each organization. It is essential to conduct steady promotion activities by visiting major government organization to get well recognition on JDS project.

In addition to introducing the attractiveness of the university, different approach is also necessary in order to get interest in studying abroad in Japan. In terms of recognizing of studying abroad in Japan among other countries, Japanese universities international competitiveness and popularity are low since they are not ranked higher in global university rankings such as Times Higher Education (THE) and Quacquarelli Symonds (QS). In the academic field, it is generally thought that Japanese universities have strengths in engineering systems though social science which JDS mainly focus on is not thought that there is a strength.

The implementing agent must demonstrate the advantages of JDS to the person in charge of each main target organization. JDS is the project targeting civil servants, and which is a human resource development program befitting Timorese development challenges. And also JDS is a program that

will contribute to the nation's medium- to long-term growth, and each accepting university is designated as project partner. JDS delivers value-added by providing curriculum more suitable to the country through a special program in addition to existing programs, comprehensive instruction and accepting systems are in place; and provide extensive support such as periodic monitoring for JDS fellows throughout the stay in Japan. Another appeal point would be the fact that JDS enables each fellow to learn about Japan's development experience through the JICA Program with Universities for Development Studies (JProUD),” currently worked on by JICA, in addition to engaging in research in his/her specialized area. It should probably be effective to widely publicize that Timor-Leste's parliament members and high-ranked civil servants include persons who have experienced studying abroad in Japan and to raise the brand appeal of the program for studying in Japan.

It is encouraged to engage in recruitment activities in ways that distribute relevant information to an increased number of potential candidates by using various access channels in consideration of the points discussed above. It will be also effective to communicate the appeal of JDS by conducting public relations activities with the use of press releases and media such as SNSs and collaborating with JICA experts and relevant institutions equipped with broad human networks such as former JICA trainee reunion associations.

(5) Expand Target groups

As a result of interviews, it was confirmed that there is a high need from all organizations in the JDS priority areas and development issue decided at the preparatory survey. Also many organizations emphasized the importance of human resource development among the development issue, especially “Improvement of Public Administration and Legal System” which is a field of public administration. Among the other development issue, it was confirmed high interest from various ministries, such as “Improvement of service Delivery (Health/Education) from the Ministry of Health, and Ministry of Education and Culture, “Rural and Industrial Development” from Ministry of Tourism, and Ministry of Agriculture and Fisheries, and “Improvement of Transportation/Urban Environment Development” from Ministry of Development and Institutional Reform.

Furthermore, some ministries requested not only for master's program but also for Ph.D. degree course on JDS project. Since it is the first phase this time in Timor-Leste, it was decided to target only 8 people for master degree course. However, as Timor-Leste side expects to increase number of slot and Ph.D. course are provided in the other JDS implementing countries, it is important to grasp needs continuously in Timor-Leste as well.

On the other hand, it was confirmed that there are needs to consider expansion of target groups in order to get more probable applicants. Through the survey, it become evident not only there are high needs on each development issue but also there are few civil servant who has high English and research proficiency. Therefore, it will be required to conduct strategic recruitment activities

and also mitigate application requirements in an appropriate range by expanding target applicant in order to ensure 8 JDS fellows every year.

Through the survey, it was agreed on including UNTL faculty members as target groups for recruiting which was not expected at the beginning as there are many faculty members who have appointed to cabinet minister, engaged in formulation of SDP and implemented scientific research projects, etc. Also, there were requests from many ministries to mitigate application requirements, including non-permanent civil servants by setting certain period of reinstatement of work.

It is considerable to mitigate eligibility since there are request from Timor-Leste side. The president of UNTL that revealed that 95% of faculty members had already obtained a Master's degree, and many had obtained this degree at an overseas university. The general application criteria for JDS states that applicants who have previously obtained a Master degree with an overseas scholarship cannot apply. Therefore, if UNTL faculty members are to be included as eligible for recruitment with the aim of increasing the number of applicants, it is also necessary to consider mitigation of application requirements. It is also likely that permanent civil servants who have obtained an overseas scholarship in the past are talented. Therefore it is possible to expect to find excellent candidate by mitigating the eligibility.

However, by mitigating the application requirements, it is necessary not to lose sight of the project purpose of the JDS originally. Increasing the number of successful applicants of UNTL easily distorts the main purpose of JDS, nurturing government officials in charge of planning social and economic policies, making it impossible to differentiate from the other Japanese government scholarship program and JICA long term trainee project. It is necessary to operate the project with a notion that these applicants of UNTL are not be the main target of JDS project while expecting certain applications from UNTL. In order to secure an adequate number of applicants, the most appropriate application requirements for Timor-Leste need to be carefully discussed with the Operating Committee members based on the concept of keeping the main targets as permanent civil servant.

(6) Necessity of Extensive Support for JDS Fellows

In addition to the strategic recruitment activities and expansion of target candidates mentioned above, it is also required to make a program to achieve the high study completion rates of JDS fellow from Timor-Leste. To that end, various assistance by the implementing agent and accepting university is important for raising the abilities of JDS fellows. While accepting universities determined based on strict screening of acceptance proposals appear to be fully aware of the low overall ability of Timorese civil servant, forcibly letting candidates who do not meet the accepting university's entrance standards in terms of ability pass could also greatly affect study completion rates.

Therefore, support for the JDS fellows after their arrival in Japan by implementing agent will be required. In JDS, it is a major feature that JDS fellows can receive consistent support after coming

to Japan, and it is also a great merit. In addition to requesting the placement of teaching assistants using Special Program, coordinator of implementing agent need to carefully monitoring the status of students while taking care to avoid a lack of communication between JDS fellows and faculty of accepting university.

Also, it is important not to force candidates to pass who do not meet the requirement of accepting universities. In Timor-Leste like other countries, it is important to support candidates in order to be able to pass and enter the accepting universities by providing writing interview test preparation during the selection process. In other countries where the project is being implemented, such as Myanmar and Tadzhiakistan, candidates take Pre-English training before the English test in order to raise the standards for English proficiency amongst candidates during the JDS selection process.

In order to achieve a high study completion rate, it is necessary to request accepting universities to hold pre-departure program before coming to Japan using Special Program and to provide pre-departure English training with the support of INAP, an institution involved in civil servant training. With these additional program, it is expected to achieve a high completion rate after entrance to the university.

(7) Necessity of Enrichment Program

From the ministries and agencies the survey team visited during the field survey, they proposed that it will be useful if internships are realized in ministries and agencies and private companies, etc. during the two-year stay in Japan. In terms of capacity building of JDS fellows and building human relationship which is a basis for good bilateral relations, and differentiation from other scholarship programs, further effort should be promoted for this kind of engagement which added value is expected. Then, with regards to the utilization of special program expenses it is necessary not only to ask the accepting universities but to examine other mechanisms that can be used which are more in line with the intentions of JICA.

(8) Need of Japanese Language

Not only INAP but also many organization expects JDS fellows learn the harmony of discipline, labor ethics, economic development and cultural protection through interaction with Japanese and Japanese society during the period of study abroad in Japan.

Acquiring knowledge of the Japanese language is helpful to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Timor-Leste in the future. Even though they stay in Japan for two years, this is not enough to deepen their understanding of the Japanese and Japanese culture. This isn't a problem if the project only has the purpose of acquiring knowledge in a specialized academic field, but if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that teaches Japanese language and promotes an understanding of Japanese culture.

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

(9) Networking, Establishment of a Follow-Up Scheme and Roles of Implementing Agent

Measures to be implemented during students' stay in Japan to aid in post-return follow-up

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

Currently, implementation agent in target countries for the JDS project has been supporting the establishment of alumni associations and holding other events in order to strengthen organizations for JDS returned fellows. However, once again increasing the loyalty of JDS returned fellows whose relationship with Japan has been cut off after a certain period of time requires additional time and costs, and is not always efficient.

Accordingly, measures for students while they are in Japan and measures for post-return follow-up that are unified and seamless need to be investigated.

Follow-up Measures Implemented after the JDS fellows Return Home

In order to conduct continuous follow-up, it is important to support operations and enhance follow-up content by Japanese side. In order to maintain and improve loyalty to Japan, it is key to learn Australia Award's activity and cooperate with Japanese Alumni Association which composed of Japanese Government Scholarship Students and JICA long-term Trainees. In particular, over the several years until activities come into full swing, Japan is anticipated to support funding and facilitate activities.

Networking with Japanese Government Officers

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

administrative officer and the holding of seminars and workshops with the persons concerned with the Japanese ministries as a lecturer.

The network formulated by these measures is practical for the fellows' operations after they return home, giving an incentive to the students to maintain such network and therefore it is expected to establish a continuous relationship.

Roles to be Performed by the Implementing Agent

Role as a Mediator

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

Firm Network Foundation with JDS Fellows

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

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

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

Network Foundation with the Japanese Ministries

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

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

It is important to let Japanese ministries to know that there are Timorese civil servants in Japan who are related to Japanese projects in Timor-Leste, there are returned fellows engaging important roll on the diplomacy and economics, and also there is a convenient network constructed by implementing agent.

For this reason, the implementation agent is expected to have a network with, and the ability to transmit information to, not only the persons concerned with ODA but also the Japanese ministries.

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

(10) Gender Consideration

This preparatory survey was conducted based on JICA Guidelines on Gender, taking into consideration public policy in Timor-Leste on gender as well as initiatives for gender consideration in civil servant policies and its systems. The results of this survey indicated that gender consideration is required for JDS project in this country.

This project will start from around July 2018. When determining the overall policy of the 2018 project at the first Operating Committee Meeting, policies and methods for promoting the participation of women in JDS project needs to be considered based on the results of this preparatory survey, and collaboration and agreements with related Timorese parties established. In particular, in order to recruit female candidates, it is important to take note of methods used in other JDS countries such as Nepal mentioning “Female Applicants are welcome” in the promotion tools, and Tadzhikistan holding recruitment workshops for female only, and to consider measures taking local donor initiatives and the opinions of JDS stakeholders into account.

The Secretary State of Gender Equality and Social Inclusion (SEGIS), commented that they would like to actively produce many female international students. Although few female civil servants from Timor-Leste have experience studying at Japanese university, it is expected such female students will be highly active going forward. In promoting recruitment for JDS project, it is considered to request female civil servants who have studied in Japan to attend recruiting sessions and share their experiences. It is important to make it easier for female civil servant to apply by having them listen to such experiences and so that as many female civil servants as possible become interested in studying in Japan with JDS project and can gain a concrete image of their life during studying abroad and after returning home.

Our aim is secure a certain number of applications from female civil servant in Timor-Leste and

produce human resources that can become role models for the active involvement of female civil servant by means of their career paths after returning home country. In addition, if female JDS fellows from targeted ministries in Timor-Leste could be stably secured, it is highly possible to form critical mass with only female civil servants in the future. This make possibility by the fact that the study abroad project is still in the developing stages compared to neighboring countries.

CONTENTS

Summary

List of Abbreviations

Chapter 1. Background of the Project for Human Resource Development Scholarship (JDS).....	1
1-1. Present Situation and Issues of the JDS Project	1
1-2. Background and Overview of the Grant Aid	7
1-3. Civil Servant Career Path and the Status of Human Resources Development	8
1-4. Trends of the Japan's ODA to Timor-Leste	19
1-5. Trend of Other Donor's Aid	29
1-6. Situation and Needs for Human Resource Development in Target Organizations	34
Chapter 2. Contents of the JDS Project	42
2-1. Overview of JDS Project	42
2-2. Obligations of Recipient Country	46
2-3. JDS Project Implementation Schedule	47
2-4. Application and Selection Methods	48
2-5. Pre-departure and Post-arrival Orientation, Enrichment Program and Special Program	50
2-6. Monitoring, Guidance and Counseling	52
2-7. Follow-up	53
Chapter 3. Evaluation of the JDS Project and Recommendation	55
3-1. Relevance between JDS Project and Development Issues / Country Assistance Policy	55
3-2. Expected Effect of JDS Project	59
3-3. Comparison with Other Scholarship Programs Provided by Other Donors	60
3-4. Project Evaluation Indicator Data	62
3-5. Issues and Recommendations	63
3-6. Conclusion	73

[Appendix]

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 Batches under the JDS Project in Timor-Leste

LIST OF ABBREVIATIONS

Abbreviation	Description
AA	Australia Awards
ADB	Asian Development Bank
ANATL	Air Navigation Administration Timor-Leste
ASEAN	Association of South - East Asian Nations
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CPLP	Community of Portuguese Language Countries
CSC	Civil Service Commission
E/N	Exchange of Note
G/A	Grant Agreement
GCR	General Career Regime
GDP	Gross Domestic Product
GNI	Gross National Income
GPA	Grade Point Average
HCDF	Human Capital Development Fund
IBRD	International Bank for Reconstruction and Development
IDA	International Development Association
IELTS	International English Language Testing System
IMF	International Monetary Fund
INAP	National Institute of Public Administration
JDS	Project for Human Resource Development Scholarship
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
KAAl	Korea Alumni Association in Timor-Leste
KOICA	Korea International Cooperation Agency
LELI	Lorosa'e English Language Institute
NGO	Non-Governmental Organization
NPDEW	National Policy for Development and Empowerment of Women
ODA	Official Development Assistance
SEGIS	Secretary State of Gender Equality and Social Inclusion
SCR	Special Career Regime
SDGs	Sustainable Development Goals
SDP	Strategic Development Plan
SNS	Social Networking Services
THE	Times Higher Education
TOEFL	Test of English as a Foreign Language
UNAMET	United Nations Mission in Timor-Leste
UNMIT	United Nations Integrated Mission in Timor-Leste
UNTAET	United Nations Transitional Administration in Timor-Leste
UNTL	National University of Timor-Leste
QS	Quacquarelli Symonds
YLP	Young Leader's Program

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

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

1-1-1. Background of the Project

The Project for Human Resource Development Scholarship (herein referred to as “JDS”) is a grant aid project that provides scholarships to international students from partner governments. It was established in fiscal year (FY) 1999 under the Japanese government's “100,000 International Students Plan “. The purpose of the JDS project is that “ young government officials” and others, who are involved in formulating and implementing the social and economic development plans of the country and are expected to play important roles in the future, shall obtain master's degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks.” The project has accepted 3,970 international students from a total of 15 countries since the first intake of international students in FY 2000 up to FY 2017.

Although the original target countries of the JDS project were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Africa in Ghana in FY 2012, and to Nepal in FY 2016. At present, the project has 13 target countries. Furthermore, in addition to Timor-Leste, the project is scheduled to expand to Pakistan and Bhutan in FY2018. Indonesia left the JDS project, which was conducted by the Japan International Cooperation Agency (herein referred to as “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 2012².

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

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

² 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 civil servants who are involved in the planning and implementation of policy in development issues. This system endeavors to select and focus Japanese government development aid through the JDS project by accepting international students in four batches in the same target area and from the same target organization and assigning them to the same accepting university. The system aims to form a “critical mass” with a group of JDS returned fellows in each government ministry and agency, so that JDS fellows will be able to smoothly utilize the fruits of their studying in Japan in each organization they belong to after returning to their home countries. In addition, by fixing the accepting university for four years, the system plans to form networks between related organization in the target countries and Japanese accepting universities and to provide education and research programs which match the development issues and the human resource development needs of each country.

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

In the basic research project “Factor Analysis Concerning the Result of the JDS projects” (herein referred to as the “JDS basic research³⁾”) conducted by JICA in FY 2014, the results and factors of the JDS project in the 11⁴⁾ target countries were compared and analyzed, and future project enforcement policies and strategies were demonstrated. The JDS basic research report indicated that over the past 15 years the JDS project has contributed significantly to the improvement of the abilities of administrative officers and organizations in the target countries to solve development issues, to the reinforcement of bilateral relationships between Japan and the target countries, and to the promotion of the internationalization of the accepting universities in Japan. The report highlighted four pending issues: (1) drawing up the basic enforcement policy; (2) selection of participants who add value, to intake in key persons; (3) follow-up for reinforcement of bilateral relationships; (4) development of pro-Japanese human resources and the establishment of networks between such people. The following measures were suggested in order to deal with these issues: increasing the Ph.D. program quota and establishing a special recommendation quota; the development of original Japanese programs; promotion of cooperation with Japanese industry and the involvement of ministries and agencies; and the strengthening of cooperation with local projects and of the relationships between Japanese universities and local related organizations.

³⁾ International Development Center of Japan, Study and Factor Analysis on the Achievement of the Human Resource Development Support (JDS): Basic Research Report, June 2015

⁴⁾ Ghana was not included in the survey since the 1st batch fellows just returned to their country.

Strategic Reinforcement of the JDS Program and Further Initiatives

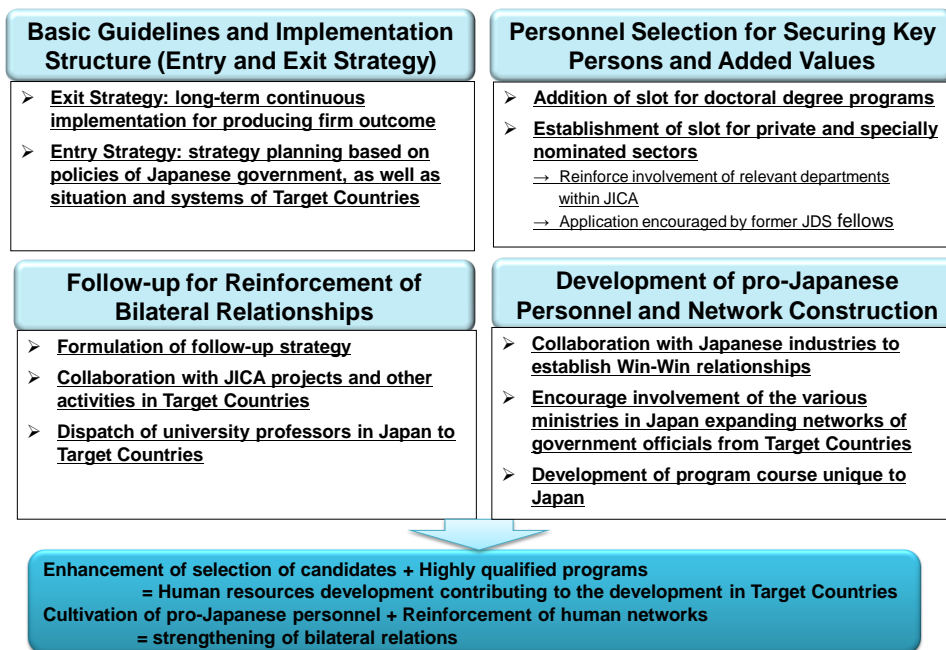


Figure 1: Recommendations from JICA Basic Research (source: JICA)

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

(1) Social and Economic Situation⁵

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 1,183,000, 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

⁵ Ministry of Foreign Affairs of Japan, <http://www.mofa.go.jp/mofaj/area/Timor-Leste/data.html> (Reference as of February 27, 2018)

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 (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), 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 also has a strong relationship with Australia, one of the neighboring countries, and the bilateral relationship is expected to be further strengthened. When the conflict occurred in Timor-Leste in 2006, the Australian army contributed to calm the Timor-Leste's emergency as a core member of the UN-led multinational forces. Although there were long-standing issues on maritime boundaries and distribution of income from gas fields located in both countries' sea areas, Timor-Leste and Australia reached an agreement in March 2018 on resolving the issues based on procedures determined by United Nations Convention on the Law of the Sea. The income from natural resources is a major and important source of national revenue for Timor-Leste, and a settlement of the large bilateral issues will lead to a stronger and more cordial relationship with Australia.

Timor-Leste's structure of the economy is based on the income from natural resources that accounts for about 90% of national revenue. As an urgent task, the Government of Timor-Leste is struggling to escape from its dependence on natural resources and realize industrial diversification. The country's Gross Domestic Product (GDP) is approximately US\$1.44 billion if it does not include the income from resources, but reaches approximately US\$4.84 billion if it includes. The significant difference actually indicates how Timor-Leste depends on the income from resources. For the purpose of escaping from the situation and building an economic structure that does not depend on the income from resources, the Government of Timor-Leste is allocating the main part of the income from natural resources for developing infrastructure and promoting industrialization with a focus on attracting foreign investment and stimulating agriculture and tourism.

(2) **Situation of Higher Education**⁶

Timor-Leste adopted a new education system in 2010. Under the new system, the period of compulsory education, which was previously divided into six-year primary education (for 6 to 12 years old) and three-year lower secondary education (for 12 to 15 years old), was integrated into nine-year education combining primary and lower secondary education. For advancement to higher education, three-year upper secondary education (for 16 to 18 years old) is required after the nine-year compulsory education.

The Government of Timor-Leste places emphasis on education for its citizens, struggling to improve compulsory school enrollment. The Government provides all citizens—regardless of whether they are rich or poor—with equal opportunities for education, taking such measures as free tuition fees (except textbook costs) for the period of compulsory education and upper secondary education. Thanks to the measures, a rate of primary school enrollment is estimated to increase to 111.6% and a rate of advancement to secondary education to 76.9% in 2017. The rate of primary school enrollment exceeds 100% because people older than school age registered.

With regard to languages used in education, focus is placed on penetration of Portuguese, one of the two official languages along with Tetum. Classes in the early period of primary education are given in Tetum which is widely used in daily life, but Portuguese is gradually used in classes starting around the fourth year of primary education. However, the number of teachers who can speak Portuguese is actually small—particularly very limited in rural areas. The Government of Portugal is providing Timor-Leste's teachers with support for Portuguese language, but it does not yet lead to sufficient penetration. Textbooks are issued in Portugal language, but it appears that many teachers explain the content of the textbooks in Tetum language⁷.

As for higher education, National University of Timor-Leste (UNTL)—established in 2000 from the merger of Universitas Timor Timur and Politeknik Dili at the time—is the only national university in Timor-Leste. The university consists of the following nine Faculties: Agriculture, Economics, Pharmacy and Health Science, Social Science, Law, Engineering, Education and Culture, Philosophy, and Science. In Timor-Leste, there are also ten private institutions of higher education certified by Ministry of Education and Culture, such as Dili Institute of Technology and Institute of Business. Additional three private universities are under the process of obtaining certification from Ministry of Education and Culture for new establishment. Before the country became independent in 2002, academically outstanding students had the chance to get into universities in Indonesia, and some elderly people are graduates of Indonesian universities.

The number of students who entered institutions of higher education was 11,476 in 2015, and 40% of the students were admitted to UNTL. Students who have passed a unified examination

⁶ Ministry of Foreign Affairs of Japan, World School data, http://www.mofa.go.jp/mofaj/toko/world_school/01asia/infoC11200.html

⁷ Summarized the information on Takashi Kurosaki, Features and challenges of Timor-Leste's educational system, 2013 and Akashi Shoten, 60 chapters to know Timor-Leste, 2011

(implemented by Ministry of Education and Culture) can get into UNTL, but about 10% of entrants are chosen from people with disabilities, police and military personnel, etc., as special admission⁸. The number of students registered at institutions of higher education was less than 20,000 in 2010, but reached 35,000 in 2015. The percentage of students attending to institutions of higher education was a little over 15% of the relevant age population. In Timor-Leste, it appears that university enrollment is already becoming for the masses, not just for the elite.

1-1-4. **Development Plan of Timor-Leste**⁹

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) 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

⁸ Interview from Mr. Ruben Jeronimo Freitas, Dean of Faculty of Engineering, Science and Engineering, UNTL

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

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.

Presently, however, the status of goal achievement is not promising because of an overall lack of human capabilities and systems at governmental organizations and related ministries that deal with each development issue. For resolving issues stated in SDP, the Government of Timor-Leste focuses on development of civil servants who are expected to become national leaders in the future, providing them with scholarship programs for overseas studies through the country's own financial resources generated from establishing the USUS\$20 million-scale Human Capital Development Fund (HCDF) in 2011.

Table 2: Priority Subject of SDP

Priority Subject 1. Social Capital	Priority Subject 2. Infrastructure Development	Priority Subject 3. Economic Development
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 4. Institutional Framework		
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 and Overview of the Grant Aid

Timor-Leste has pushed the development of infrastructure based on abundant natural resources, and achieved a high economic growth rate, including the record of 14.7% in 2011¹⁰. However, the economic conditions depending on income from natural resources are vulnerable, and the economic growth so far has been mainly driven by rising prices for resources. The Government of Timor-Leste also faces a lack of human resources with expertise for resolving issues at governmental organizations and related ministries. In order to realize sustainable economic

¹⁰ Ministry of Foreign Affairs of Japan, <http://www.mofa.go.jp/mofaj/area/easttimor/data.html>

growth, including diversification of industrial structures, creation of employment, improvement of legal systems and governance including decentralization and development of infrastructure, the Government of Timor-Leste is urgently required to develop and improve the ability of administrative officer who can contribute to formulating and creating plans for each development issue.

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 CPLP¹¹, 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.” This way, the bilateral relationship is expected to be further strengthened.

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 2019. 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 Servant Career Path and the Status of Human Resources Development

(1) Timor-Leste Administration System

After independence, Timor-Leste adopted republicanism with President as the head of state. Although the President is elected by citizens, roles of the President are often ceremonial, and the political authority is limited. On the other hand, Prime Minister is chosen through nomination by a political party or alliance holding the majority of seats in Parliament. The Prime Minister serving as a head of the Government and a chair of the Cabinet actually has real power in politics.

Administration is currently controlled by the Seventh Constitutional Cabinet headed by Prime Minister Alkatiri who is also the Secretary-General of Fretilin (Revolutionary Front for an Independent Timor-Leste), the largest ruling party. The administration system consists of 15 ministries and seven secretaries of state, under which 60 or more of independent administrative organizations exist. A difference between ministries and secretaries of state is that ministers of ministries can attend Cabinet meetings while chiefs of secretaries of state directly controlled by

¹¹ Ministry of Foreign Affairs of Japan, CPLP http://www.mofa.go.jp/erp/we/page22e_000745.html

Prime Minister require approval of the Prime Minister to attend Cabinet meetings. Along with the reorganization of ministries, Ministry of Development and Public Work, Ministry of Development for Housing, Planning and Environment, and Ministry of Development for Transport and Communications—all of which were independent ministries in the former administration—have been merged under Ministry for Development and Institutional Reform. Accordingly, vice ministers, not ministers, are assigned to each section.

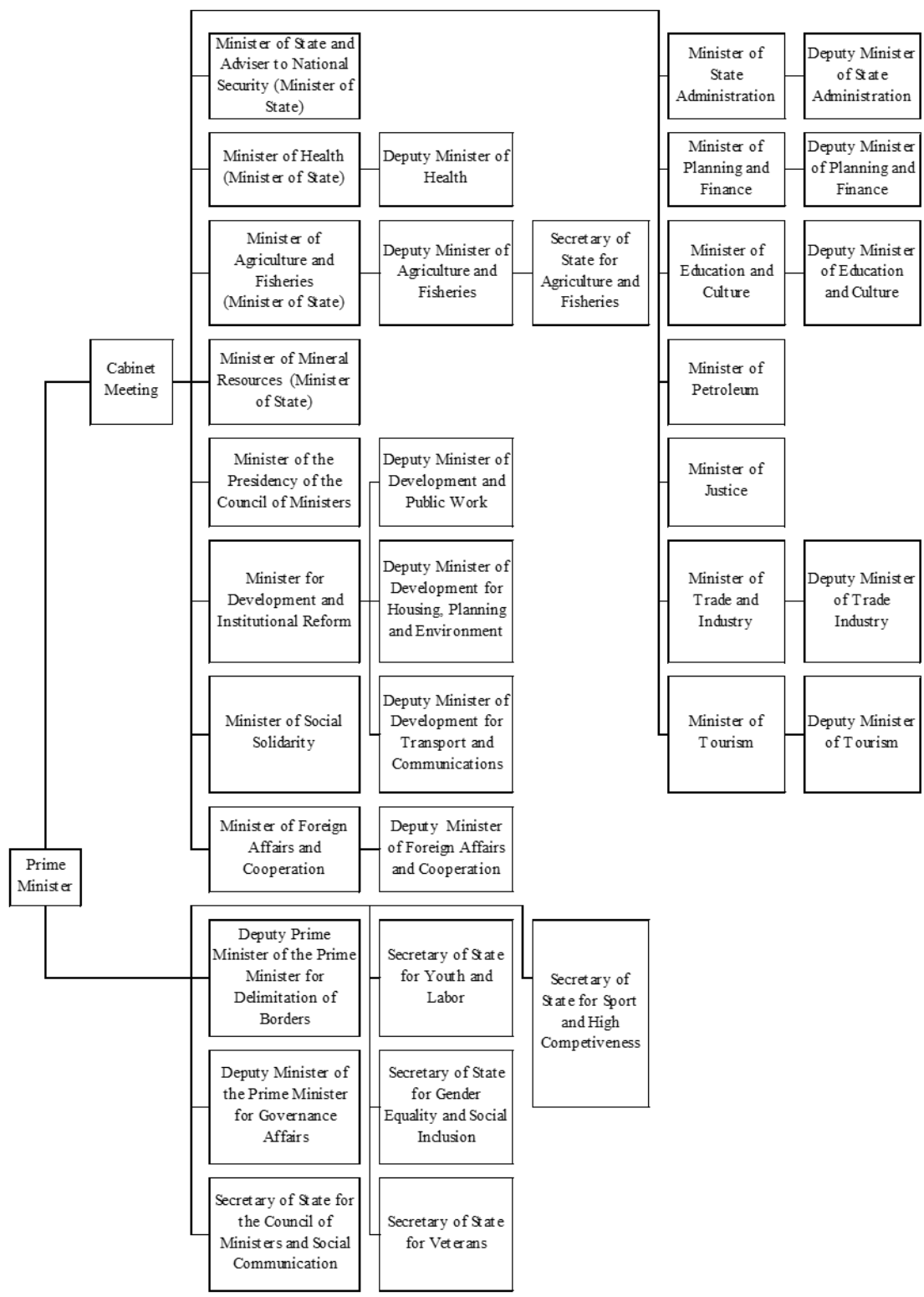


Figure 2: Organogram of the Timor-Leste Government

The current administrative system, however, may be changed. Since independence in 2002, Timor-Leste has frequently seen reorganization of ministries as the result of changes in

administration. The current Seventh Constitutional Cabinet has also struggled with administrative management in obtaining consent from opposition parties regarding budget and other important issues because the Cabinet is based on Fretilin—which is the largest ruling party but has no majority in Parliament. Finally, the current President Lú-Olo declared the dissolution of National Parliament on January 26, 2018, and a national parliamentary election was held on May 12, 2018. After the election is over, the new Eighth Constitutional Cabinet will be established, and the administration system may be reorganized by the new Cabinet. Meanwhile, this lack of talented human resources actually means that talented human resources may be selected for leadership roles regardless of their age. In fact, when the survey team visited each organization as part of the field survey, the team met a relatively young National Director.

The local government is composed of total 13 municipalities. Various organizations dispatched total 3,875 civil servant to 12 municipalities, excluding Oecusse, which is in a detached territory surrounded by Indonesian territory in the western part of the island of Timor¹². Of these civil servant, 1,200 are from the Ministry of State Administration, while the other civil servant comprise administrative officer from eight organizations including the Ministry of Health and the Ministry of Education and Culture. In addition to administrative officer, faculty members from the Ministry of Education and Culture and doctors and nurses from the Ministry of Health have also dispatched. In four municipalities, i.e. Dili, Ermera, Baucau, and Bobonaro, with relatively large populations amongst the 12 municipalities, special administrative operation that differs to that in other municipalities have conducted. This includes the establishment of a District Director position for the senior management of civil servant under the governor.

(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)¹³. GCRs generally refer to civil servant working for ministries and engaging in administration. SCRs refer to national university's faculty members,

¹² Interview from Ministry of State Administration

¹³ The Statute of the Civil Service No.8/2004 (First Amendment No.5/2009)

nurses, doctors, and other technical professionals.

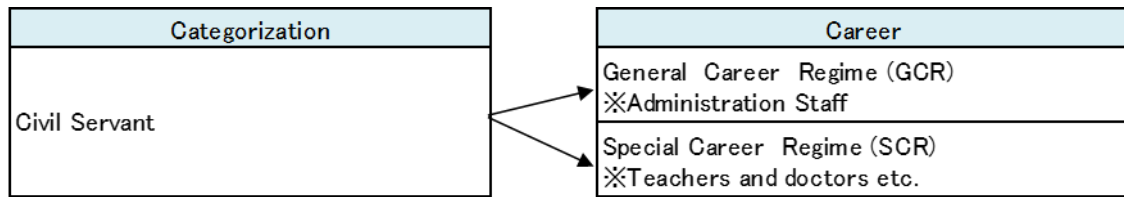


Figure 3: Classification of Civil Servant Career

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.

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

Table 3: 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	Administrate more than 20 officer
	Head of Section	Administrate 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. In the Ministry of Planning and Finance, 14 Appointed Coordinators are hired from outside the organization, assisting a Director General as the heads of each unit (equivalent to Deputy Director General). Furthermore, Portuguese Legal Advisors and other foreign advisors are employed to provide advice on 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 4: Civil servant Eligibility Requirements¹⁴

Category	Grade	Common Eligibility	Educational Background
Senior Technician	A	<ul style="list-style-type: none"> ➤ To be a citizen of Timor-Leste ➤ To be aged 17 or more, but not older than 50 	Master
	B		Bachelor (5 Years Equivalent)
Professional Technician	C	<ul style="list-style-type: none"> ➤ To not have committed a criminal offence ➤ To hold the qualifications required by regulations and job description 	Bachelor (3 or 4 Years Equivalent)
	D		Diploma
Administrative Technician	E	<ul style="list-style-type: none"> ➤ 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 	Upper Secondary Education (12 Years)
Assistant	F		Lower Secondary Education (9 Years)
	G		Primary Education(6 Years)

Recruitment of permanent civil servant, however, has been basically suspended since 2015, and only non-permanent civil servant and public administration agents are recruited. As the Eighth Constitutional Cabinet is scheduled to be established after a national parliamentary election is conducted in May 2018, each ministry may resume new recruitment of permanent civil servant depending on policies provided by the new Administration¹⁵. On the other hand, according to a National Director of the Ministry of Health, new recruitment has been exceptionally conducted at the ministry even since 2015. Furthermore, according to the Ministry of Foreign Affairs and Cooperation, 10 to 15 non-permanent civil servant who passed the CSC examination were recruited to the ministry in 2017 as permanent civil servant. Results of the interview survey showed that some organizations have exceptionally continued recruitment of permanent civil servant.

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

¹⁴ Timor-Leste Law No.8 2004 APPROVES THE STATUTE OF THE CIVIL SERVICE

¹⁵ Interview from INAP

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.” On the other hand, according to results of the on-site interview survey, a rotation system is implemented in the Ministry of Foreign Affairs and Cooperation, and personnel must be transferred within the ministry's departments every three years regardless of whether or not they wish¹⁶.

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

Since the above-mentioned evaluation system is established in Timor-Leste, it is important to make it sure that JDS is not a program for merely obtaining a Master's degree in Japan. JDS offers additional programs in which participants can learn a sense of responsibility, ethics (including punctuality), and leadership, as well as academic programs in universities. Thorough explanation on the details at each ministry may attract many civil servant to JDS.

4) Gender Consideration

Timor-Leste is ranked 128th among 144 countries in the Global Gender Gap Index (2017). The Government of Timor-Leste joined the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in April 2003, and gender equality is specified in Article 17 of Timor-Leste's Constitution; however, patriarchy remains culturally strong in Timor-Leste, becoming a factor that hinders women's participation in society, especially in rural areas.

Under the circumstances, Gender Focal Points have been assigned to each ministry since 2008. In 2012, Focal Points were established in local 13 provinces as well. Furthermore, Secretary State of Gender Equality and Social Inclusion (SEGIS) is established by the current Administration as an organization directly led by Prime Minister, implementing seminars and training programs to

¹⁶ Interview from Ministry of Foreign Affairs and Cooperation

support women's rights and participation in society. The SEGIS has the authority to supervise employment and work environments for women in each ministry, promoting activities in collaboration with UN organizations. Realization of a gender-equal society by 2030 is set as a goal in one of the SDP key areas—“Social Capital”—as well.

With the help of the policy on gender consideration implemented by the Government of Timor-Leste, the percentage of female members of the Parliament reached 38% in 2012, showing results for women's participation in society. However, the overall percentage of female local chiefs remains at 2.5%, indicating that there is a gap between central and local areas. When the on-site interview survey was conducted in November and December 2017, Minister of State Administration commented regarding consideration on gender balance in screening of JDS. JDS is also expected to commit to realizing a gender-equal society.

(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 currently situated as an independent administrative institution under Ministry for Development and Institutional Reform of which the current Prime Minister Alkatiri serves as the Minister as well. Budgets for human resources development are approved every year by the National Parliament—US\$25 million in 2011 (year of establishment of HCDF), US\$30 million in 2012, US\$42.45 million in 2013, and US\$40 million in 2014—especially with a high percentage of allocation to scholarships for civil servant.

Table 5: Annual Budget Allotment of HCDF¹⁷

Program	2011	2012	2013	2014	2015	2016	2017	2018
Vocational training	4.8	10.0	4.8	10.0	10.6	7.8	7.4	8.2
Technical Training	3.4	1.0	3.1	4.5	4.2	5.1	2.5	2.8
Scholarship	12.9	11.9	23.3	22.6	16.0	17.2	15.0	16.5
Other	3.9	7.1	11.2	2.9	10.3	3.8	2.3	2.6
Total (million USD)	25.0	30.0	42.4	40.0	41.1	34.0	27.2	29.9

HCDF is an institution controlling budgets for human resources development, but National Institute of Public Administration (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

¹⁷ State Budget 2017, Issued by Ministry of Planning and Finance of Timor Leste, Five Year Report of FDCH [2011-2015] FDCH

staff, INAP provides general training for improving the abilities of all civil servant, including job orientation and management leadership training. About US\$11 million or equivalent was spent for training to civil servant during the period between 2011 and 2015.

Table 6: 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

CSC also integrates the human resource cultivation, appointment and promotion, etc. of civil servant. Thus, three organization, i.e. HCDF, INAP and CSC, coordinate in Timor-Leste to engage in the cultivation of civil servant human resources in a planned manner.

(4) Position of National University of Timor-Leste (UNTL)

In the on-site interview survey conducted in November and December 2017, the survey team received a request from Francisco Miguel Martins, M. Mum, president of UNTL to include faculty members of UNTL in JDS and add a Ph.D. program in the future.

UNTL is the only national university in Timor-Leste, and faculty members of UNTL are civil servant employed under the framework of SCR in Ministry of Education and Culture. The faculty members' career paths are based on the UNTL personnel system in which faculty members are promoted to Vice Chair of Department, Chair of Department, Associate Dean, and Dean.

In 2014, the Tasi Mane Project began for the purpose of developing the south part of Timor-Leste. As part of the project, Institute of Polytechnic, the second national university in the country, was newly established in Betano City located in the south region. The Institute of Polytechnic provides education for the following two areas: Civil Engineering and Agriculture. At this point, several permanent faculty members are sent from UNTL and assigned to Head of the Institute and other important positions. Furthermore, non-permanent faculty members are newly employed to provide education to students.

UNTL has 423 faculty members, 95% of whom already have Master's degrees. Of those having Master's degrees, about 100 to 200 faculty members acquired their Master's degrees at foreign universities. The most popular overseas study destinations for faculty members were Portugal, Brazil, Mozambique, and other Portuguese-speaking countries, but some faculty members studied in Japan.

Faculty members of UNTL are often appointed to Ministers, Vice Ministers, and other Cabinet members. Cabinet members are generally assigned through a political appointee system in Timor-Leste, and faculty members of UNTL are often selected largely because they are expected to utilize their knowledge obtained through overseas studies for the development of Timor-Leste. Any person engaging in public duties cannot concurrently have another job in accordance with Timor-Leste's laws; therefore, university's faculty members cannot serve as administrative officer at the same time. However, UNTL, which has a variety of Faculties, has engaged in formulation of SDP and implemented scientific research projects, etc., in cooperation with such governmental organizations as Ministries of Health, Education and Culture, Agriculture and Fisheries, and Tourism.

Table 7: Cabinet Minister Inauguration Example of UNTL Officer in the 7th Cabinet¹⁸

Name	Position	Former Post at UNTL
Aurelio Guterres	Minister of Foreign Affairs and Cooperation	Former UNTL President
Valentine Ximenes	Minister of State Administration	Former UNTL Dean
Inacio Freitas Moreira	Deputy Minister of Development for Transport and Communications	Former UNTL Dean
Da Cruz Mariano Renato Monteiro	Deputy Minister for Development of Public Works	Former UNTL Dean
Maria Angela G.V.Carrascalao	Minister of Justice	Former UNTL Teacher

JICA has provided grant aid and technical cooperation to UNTL. There are nine Faculties (Agriculture, Economics, Pharmacy and Health Science, Social Science, Law, Engineering, Education, Philosophy, and Science) in UNTL, but JICA places a particular focus on support for the Faculty of Engineering. JICA Experts have been dispatched to the Faculty of Engineering since 2003, and the Project for the Capacity Development of Teaching Staff in the Faculty of Engineering and the Project for Capacity Development of the Faculty of Engineering, Science and Technology (Phases 1 and 2) have been implemented since 2006.

Thanks to the JICA's technical cooperation, many faculty members have studied at universities in Japan to obtain Master's and Doctor's degrees. In particular, two out of three faculty members having Doctor's degrees in the Faculty of Engineering, UNTL, obtained the degrees in Japanese universities. Furthermore, 14 out of 58 faculty members having Master's degrees in UNTL obtained the degrees in Japanese universities. An election to select the Dean of the Faculty of Engineering was held in 2017, and Dr. Ruben Jeronimo Freitas, who has studied in Japan, was selected by the election and appointed to the Dean of the Faculty of Engineering. It shows that faculty members who have studied in Japan have become a core in the Faculty of Engineering,

¹⁸ The national parliamentary election was held on May 12, 2018. According to the result of this, the current cabinet will be reshuffled.

UNTL.

Normally, JDS project is open to permanent government administrative officer. However, as many ministers and vice ministers have been graduated from UNTL, the inclusion of the faculty members of UNTL is in compliance with the objective of JDS, that is, “to foster the next generation of leaders,” it thus is worth considering. If Japan accepts the faculty member of UNTL into JDS, it may need to get UNTL's understanding that unlike other projects that aim to foster engineers or strengthen functions of universities, such as the Project for Capacity Development of the Faculty of Engineering, Science and Technology, the National University of Timor-Lorosa'e , UNTL needs to consider the formulation of career path to enable the faculty members who completed a JDS project (JDS returned fellows) to get involved in the administration of the Government of Timor-Leste in future.

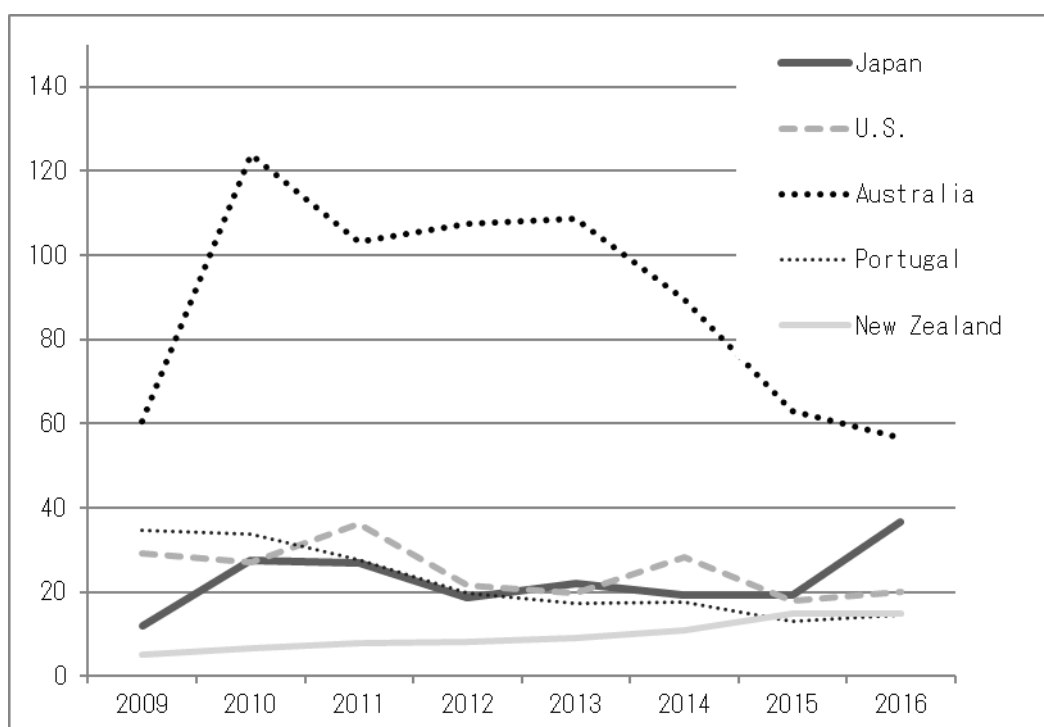
1-4. Trends of the Japan’s ODA to Timor-Leste

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 been supported Timor-Leste in achieving a stable nation through the development of social and economic infrastructure and human resources, among others. 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 “nation with which we enjoy excellent cooperation and continued friendship. And Japan is providing ongoing investment in infrastructure such as our roads, bridges, water and irrigation” in SDP.

In recent years, the number of exchange visits of officer between Japan and Timor-Leste is increasing more and more. When the Prime Minister of Timor-Leste visited Japan in March 2012, the year marked the 10th anniversary of the establishment of diplomatic relations between Japan and Timor-Leste, the countries signed the E/N on “the National Road No. 1 Upgrading Project,” the first external loan for Timor-Leste. Furthermore, during the President of Timor-Leste’s visit Japan in March 2016, the President and Prime Minister of Japan Mr. Abe issued the joint press release on the “Advanced Partnership towards Growth and Prosperity” as well as signed the E/Ns on the “The Project for the Construction of New Buildings for the Faculty of Engineering, Science and Technology of UNTL” and the “Economic and Social Development Plan”.



**Figure 4 : Trends of assistance to the East Timor by major donors
(Unit: US \$ million, total expenditure basis)**

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 (see Table 8). 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 8: 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

(2) Projects Implemented by JICA¹⁹

Based on Japan's country assistance policy for Timor-Leste, JICA has been implementing various projects, such as official development assistance (ODA) loans, ODA grants, and technical cooperation, to support the achievement of SDP. The ODA loan for “National Road No. 1 Upgrading Project” was the first external loan for the country; Japan pledged to loan 5,278 million yen at maximum to the Government of Timor-Leste in 2012. ODA grants include “Project for Rehabilitation and Improvement of Buluto Irrigation Scheme” in 2013, “The Project for Construction of Upriver Comoro Bridge” in 2015, and “The Project for the Construction of New Buildings for the Faculty of Engineering, Science and Technology of UNTL” and “The Project for Urgent Relocation of Ferry Terminal in Dili Port” in 2016. Technical cooperation projects include “Project for Capacity Development of the Faculty of Engineering, Science and Technology, UNTL-Lorosa’e Phase 2(CADEFEST Phase2)” “Project for Increasing Farmers Households' Income through Strengthening Domestic Rice Production in Timor-Leste,” “The Project for the Capacity Development of Road Services in the Democratic Republic of Timor-Leste” and “The Project for Community-Based Sustainable Natural Resource Management (CBNRM) Phase II” in 2016. Other studies include “the Study on Business Opportunity Development of Timor-Leste” in 2013 and “Data Collection Survey on Industrial Development for Timor-Leste” in 2014.

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

(1) Overview

As of May 2017, 267,042 international students from all over the world (government-sponsored and privately-financed) are receiving education in Japan²⁰. Looking at the number of international students by region of origin, students from Asian region account for 93.3%. As for the number of international students by nationality, Japan has received 19 students from Timor-Leste. Although there were changes in the number of international students from Timor-Leste depending on the year. In 2008, the number of government-sponsored international students was 2 and the number

¹⁹ Maps of JICA Major Projects (Timor-Leste), October 1, 2017

²⁰ JASSO, “Result of an Annual Survey of International Students in Japan 2017” 2017

of privately-financed student was 1, but in 2016, there were 7 students (MEXT), and 12 students (Private). In fact, it is on an increasing trend.

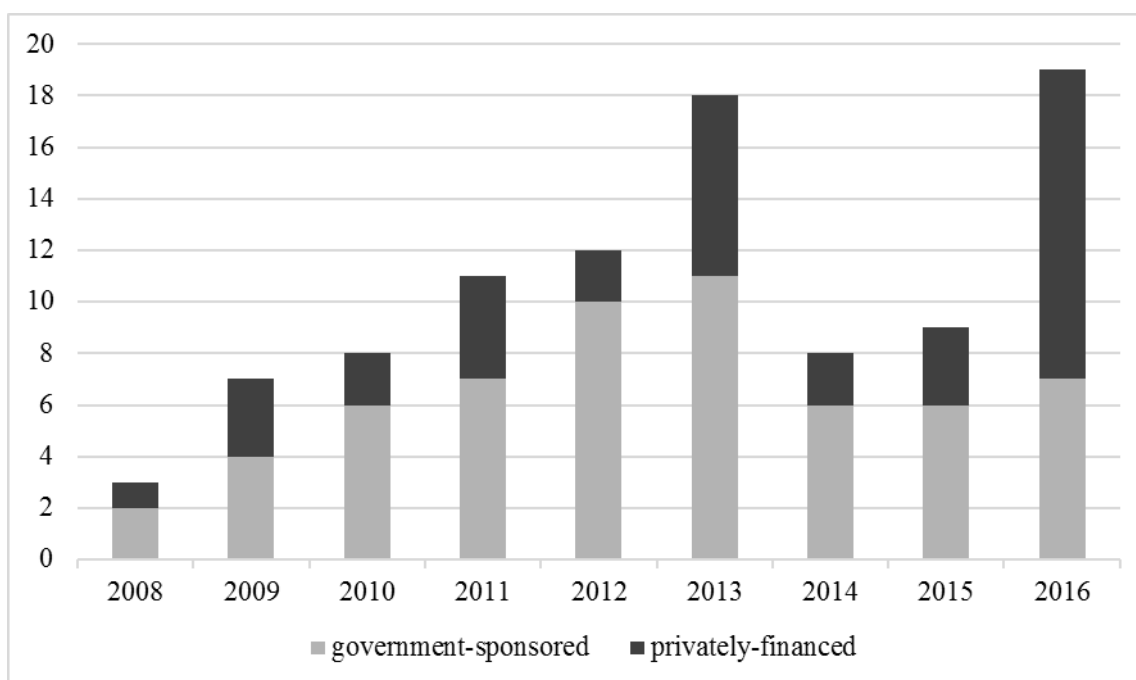


Figure 5: The Number of Students from Timor-Leste

Mainly five organizations operate programs for Timor-Leste students studying in Japan sponsored by the Japanese government as below.

Table 9: Japanese government's scholarship programs

Organizations	Project	Purpose
Ministry of Education, Culture, Sports, Science and Technology (MEXT)	The Japanese Government (Monbukagakusho) Scholarship	To promote international cultural exchange between Japan and other countries and to promote mutual friendship, as well as to contribute to human resources development of foreign countries.
Japan Society for the Promotion of Science (JSPS)	JSPS Fellowship Programs for Overseas Researchers	To support the progress of research by individual foreign research fellows, as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.

	RONPAKU (Dissertation Ph.D.) Program	To support outstanding researchers from Asian and African nations in obtaining Ph.D. from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries.
Ministry of Foreign Affairs (MOFA)	Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP)	To provide <u>middle managers</u> in developing countries with opportunities to study in Master's degree courses in development-related areas in Western countries, Japan, etc. The project has been administered with donations from the Japanese government for longer than 25 years. More than 5,000 people have received the scholarship so far and more than 200 million dollars has been spent by the Japanese government. The project is intended for personnel in both the government and the private sector.
	Japan-IMF Scholarship Program for Asia (JISPA)	This is a scholarship system run in Tokyo by the IMF Regional Office for Asia and the Pacific, based on aid from the Japanese government. The scholarship is offered in order to contribute to the reinforcement of government capabilities in macroeconomic and financial policy planning and implementation, with the aim of training <u>young administration officer</u> in the Asia-Pacific region. Annually, the scholarship is provided to about 35 scholars who study a Master's degree program in the partner universities such as Hitotsubashi University, International University of Japan, GRIPS and the University of Tokyo. There are also small slots for those who apply for a Ph.D. course in any university in Japan (not specified).
	Asian Development Bank - Japan Scholarship Program (ADB-JSP)	For developing countries who are members of ADB, the program offers opportunities to obtain degrees in development-related fields in 27 designated graduate schools in 10 countries in the Asia-Pacific region. It was established in April 1988, and the Japanese government has spent more than 100 million dollars. More than 2,700 people from 35 member countries

		have received the scholarship. About 300 people receive the scholarship every year.
JICA	Long Term Training Program	A technical cooperation program to accept outstanding young human resources from <u>counterparts to JICA projects</u> in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.
National Defense Academy	International Exchange Program(Acceptance of Foreign Cadets)	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.

(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 2017, master's studies were 27 and Ph.D. studies were 8.

Table 10: 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) Alumni Association of Timor-Leste

Japanese Alumni Association of Timor-Leste was established in 2016 under cooperation of the Embassy of Japan in Timor-Leste. Since 2018, the Association has started concrete activities; on March 16, 2018, an alumni gathering was held at the Embassy of Japan in Timor-Leste and approximately 50 alumni members including national military officer studied in the National Defense Academy of Japan and JICA long-term trainees. At the meeting held on March 23, seven alumni members were selected as the members of committee for preparation of the alumni organization. The participants also discussed the policy, articles of incorporation, and the logo of

organization as well as possible support for the selection of government-sponsored exchange students and briefings before departure.

During the field survey from February to March 2018, the survey team got an opportunity to participate in the alumni gathering and interview participants. They were strongly unified as a group and showed their commitment to work together for the development of Timor-Leste.

(4) Notable Civil Servants who have studied in Japan

Among the alumni members belonging to the Japan Alumni Association of Timor-Leste, the civil servant listed in the following table are showing remarkable performance. In addition, there are many faculty members in the Faculty of Engineering, UNTL, who have studied in Japan.

Table 11: Notable Civil Servants who have studied in Japan

Period	University	Name	Current job (March, 2018)
2002-2005	Hiroshima University	Mr. DA CRUZ Mariano Renato Monteiro	Vice Minister of Development for Public Works
Unknown	Nanzan University (Bachelor)	Mr. Isilio F.Coelho da Silva	Director General for Bilateral Issues, MOFA
2005-2007	Saitama University	Mr. Leonel da Silva Gregorio MADEIRA	UNTL Pro-Rector
2003-2005	Ehime University	Mr. Jorge Rui de Carvalho MARTINS	Vice President of Institute of Petroleum and Geology
2015-2017	Gifu University (Master)	Mr. Ruben Jerónimo Freitas	Dean of UNTL, Faculty of Engineering, Science and Technology
2015-2017	Waseda University	Mr. Francisco Soares	Chief of Monitoring and Evaluation Department Ministry of State Administration
2014-2016	Sophia University	Mr. SOARES Gregorio	Senior Staff Ministry of Planning Finance

During the field survey from February to March 2018, the survey team visited Mr. Isilio F. Coelho da Silva, the Director General of Bilateral Issue Bureau, the Ministry of Foreign Affairs and Cooperation. Due to the national parliamentary election of Timor-Leste to be held on May 12, 2018, the conclusions of an E/N and G/A required for the start of JDS may be delayed. In consideration to this concern, the survey team successfully asked the Director General, in charge of foreign affairs, for his cooperation in advancing the bilateral process required for the prompt start of JDS.

The survey team also met Mr. Ruben Jerónimo Freitas, the Dean of the Faculty of Engineering, Science and Technology UNTL, and requested cooperation on JDS project if it became open to the faculty members of UNTL. At the same time, the survey team obtained information on former faculty members of UNTL who entered the cabinet and current activities of faculty members who had participated a JICA Project to study in Japan.

Since Japanese alumni members are encouraging other civil servant to study in Japan, the survey team succeeded in gaining active cooperation and advice on advancing the process required for the start of JDS and collecting relevant information. Furthermore, the survey team could confirmed some examples of established career path for returned fellows; they have an opportunity to make significant achievements in the Government utilizing knowledge gained from the studying in Japan and then proceed to higher positions.

JDS project are still not well known in Timor-Leste. It is, thus, important to explain JDS project to potential candidates in each organization through promotion activities. The important key to success of JDS may depend on the alumni's support. Its recruitment and selection processes should be implemented in cooperation with the alumni.

1-4-3. Situation of Private Cooperation and Exchange

(1) Overview

The balance of trade between Japan and Timor-Leste is being excess of export from Japan. The total amount of import and export of the countries in 2017 was approximately 0.8 billion yen. There was a large gap between the counties; while the import from Timor-Leste to Japan was approximately 0.13 billion yen, the export from Japan to Timor-Leste was approximately 0.7 billion yen²¹. The major item of exports from Timor-Leste is coffee, an agricultural product. Major items of exports from Japan include mineral fuel, car and car parts, electric apparatus, grains and machines. Excluding natural resources, coffee accounts for approximately 90% of the export items from Timor-Leste not only to Japan but also other countries.

Timor-Leste, however, indirectly exports oil and natural gas to Japan and is an important, stable supplier of energy. Although, as being exported from Australia to Japan through pipelines, these exports are not calculated statistically as an export from Timor-Leste, approximately 3% of the total oil and natural gas imports to Japan is from Timor-Leste. Osaka Gas, Tokyo Gas, Tokyo Electric Power Company (TEPCO), and INPEX Corporation are investing in gas field development in Timor-Leste²².

In recent years, Japan is also encouraging Japanese companies in industries other than natural resource development to invest Timor-Leste. In March 2016, H.E. Mr. Taur Matan Ruak, the then

²¹ Trade Statistics (Ministry of Finance), 2017

²² Embassy of Japan in Timor-Leste “ Industry prospects in Timor-Leste and Business chance for Japanese Company”, May 2015

president of Timor-Leste visited Japan and a bilateral summit meeting was held with the Prime Minister of Japan. The joint press release published after the bilateral summit titled “Advanced Partnership towards Growth and Prosperity²³” highlighted the importance to promote traditional crafts and other commercial products of Timor-Leste attractive to consumers in Japan by matching Japanese companies and Superconducting small and medium enterprise (SMEs) in Timor-Leste for further promotion of trade and investment between Japan and Timor-Leste.

The population of Timor-Leste is not large but an increase in consumption is expected in this country. The half of the population is 15 years old or younger. Infrastructure is being developed using the abundant revenue arising from natural resources and the number of foreign companies are increasing steadily. In 2013, a major US hamburger chain was launched and in 2016 a major Dutch beer company started production in Timor-Leste. Although the number of Japanese companies entered the country is small at present, there are possibilities of investments with the expectation of further increases of consumption and those in collaboration with NGOs.

(2) Case of Private Cooperation and Exchange

Osaka Gas Foundation of International Cultural Exchange²⁴

Osaka Gas Foundation of International Cultural Exchange has been implementing an industrial human resource development project for Timor-Leste since Fiscal 2012 in collaboration with JICA. The Foundation is planning to provide scholarships for 30 students of the Faculty of Engineering, Science and Technology, UNTL, in the four consecutive years from 2017. Osaka Gas is investing in the development of Greater Sunrise gas field in Timor-Leste. It is expected that these scholarships and support will deepen the mutual understanding between Japan and Timor-Leste.

Zensho Holdings Co., Ltd²⁵

Since 2007, Zensho Holdings Co., Ltd. has been trading coffee from growers' cooperatives in Timor-Leste in cooperation with NGOs, Peace Winds Japan and PARCIC. In addition, the Company is operating a fair-trade business, such as replacement old coffee trees with low yields with young trees and construction of water supply systems, using its social development fund. Recognizing the high quality of coffee produced in Timor-Leste, the Company is determined to manage the fair-trade business not as a social contribution but as a profit-making business.

Agriculture is listed as a priority industry area in SDP. Among them, the coffee industry has gained a substantial expectation. Japanese NGOs are not only engaging in the export of coffee but also organizing tours to visit coffee producers. The coffee industry is also expected to contribute to the

²³ Joint press release “Advanced Partnership towards Growth and Prosperity”
<http://www.mofa.go.jp/mofaj/files/000139856.pdf>

²⁴ Osaka Gas International Foundation http://www.osakagas.co.jp/company/press/pr_2018/1269517_37838.html

²⁵ Zensho Holdings Co., Ltd <http://www.zensho.co.jp/jp/>

tourism as a destination of Agritourism.

Japan Timor-Leste Association²⁶

Japan Timor-Leste Association was founded in 2013 to contribute to foster mutual understandings and friendships between citizens of Japan and Timor-Leste and promote cultural exchanges, trade, and economic cooperation. Mr. Iwao Kitahara, the former Ambassador of Japan in Timor-Leste, has assumed the role of its Secretary General. The Association has been contributing to network building between citizens of both countries through distributions of newsletters at a regular basis and planning of study tours to Timor-Leste.

1-5. Trend of Other Donor's Aid

In addition to the U.S. and Australia, Portuguese-speaking countries, such as Portugal and Brazil, are providing scholarship programs to Timor-Leste. Accordingly, the competition to find capable candidate is getting tougher. Korea International Cooperation Agency (KOICA) is implementing a scholarship program, of which major aim is similar to that of JDS, that is, to foster permanent civil servants. The largest competitor of JDS project is Australia Awards (AA); AA is also open to civil servant and is actively seeking students in Timor-Leste.

²⁶ Japan Timor-Leste Association, <http://www.lorosae.org/>

Table 12: Other Donor's Scholarship Program in Timor-Leste

Donor (Scholarship)	Target	Degree	Field of Study	English Ability Requirement
Australia Awards Scholarship	Public, Private Sector	Master, PhD	Education and Training, Health, Private Sector Development, Agriculture and Rural Development, Infrastructure, Tourism and Hospitality, Community and Social Development	Master Not less than 6.0(IELTS) PhD Not less than 6.5(IELTS)
New Zealand Development Scholarship	Public, Private Sector	Bachelor, Master, PhD	Cyber Security, Logistics / Supply Chain, Economics, Accounting, Education, Biology	Master/PhD Not less than 6.5(IELTS)
KOICA Master's Degree Scholarship Program	Public Sector	Master	Leadership, Business management, Medical, Economics, Statistics, Engineering, Natural resources, IT management	Not necessary
Graduate and Post-graduate student Program (Brazil)	Public, Private Sector	Master, PhD	Nothing in particular	Not required
Indonesian Government Scholarship	Public, Private Sector	Master, PhD	Corporate management, Civil engineering, Law, Information, Architecture	Not less than 500(TOEFL)
Youth of Excellence Scheme of China Master Program Chinese Government Scholarship	Public, Private Sector	Master	Law, Health, Economy	Not less than 6.0 (IELTS)

(1) Australia Awards Scholarship²⁷

In 2000, prior to the independence of Timor-Leste, the Government of Australia started its scholarship program for citizens of Timor-Leste. AA is widely known as a proven program with history in the country. Approximately more than 260 students have been graduated in Australia under the scholarship of AA. Initially, AA was open only for undergraduates but now is open for masters and doctors.

Not only civil servant but also general citizens can apply the program. Among 148 applicants of the dispatch in 2018, 59 (female: 21, male: 38) were civil servant. The number of applicants accepted to the program varies each year depending on the budget of the Government of Australia, 18 applicants are to be dispatched in 2018. There are no fixed maximum number of successful

²⁷ Interview g from Palladium, implementing institution of Australia Awards

applicants for each degree, and applicants are selected based on their excellence of performance.

The areas of scholarship program are decided based on a consultation between the Governments of Australia and Timor-Leste. In the recruitment of applicants for the dispatch in 2019, the seven areas of education and training, health, agriculture and rural development, private sector development, infrastructure, tourism and hospitality, community and social development are set as the priority fields of study. Three organizations of Timor-Leste of HCDF, CSC and the Ministry of Education and Culture are cooperating to the implementation of AA.

To apply the master's course, applicants are required to have an IELTS score of 6.0 or more. Some universities or courses may require a higher level in English. Applicants are not accepted if they failed to get a score higher than the requirement of the university they want to enroll. English test will be conducted at the selections, and applicants are able to participate the seven-day English training course organized by AA beforehand. Another requirement for applicants is that applicants who already had received a scholarship from the Government of Timor-Leste or other donor must have a working experience for 2 years or more.

The application period for the dispatch in 2018 was the three months from February 1 to April 30, 2018. During the period, the following promotion activities were carried out: 1) putting posters on large bulletin boards in the city; 2) promoting the program on media such as radio programs and TV CMs; 3) visiting to an organization engaging in the improvement of women's right, UNTL, among others; 4) diffusing information by alumni, and 5) holding regular program briefings twice a week (on Thu. and Sat.). Local briefing sessions have been implemented to recruit applicants from rural area, but it have changed to sending a letter of invitation to local related organizations for budget reduction, and changed to call correspondence to applicants. Previously, application documents have been required to submit in hard copy. But improvement were made by accepting submission of soft copies online in order to increase number applicants from rural area.

Applicants will be selected through 1) Document screening, 2) English test, and 3) Interview. The interview is conducted via skype or on the phone from the viewpoint of cost-cutting. The interviewer will be in charge of HCDF from Timor-Leste side, the Embassy of Australia, and accepting university from Australia side, and also the returned fellow of the same scholarship program will be joined as an interviewer.

The environment surrounding the AA alumni network is well established. The implementing organizations of AA have equipped their premises with a meeting facility for AA alumni. They can use it freely and are encouraged to build alumni networks and exchange among members. AA has been promoted by 70 alumni members especially active in promoting AA's activity using SNSs.

(2) New Zealand Development Scholarship

New Zealand offers three scholarship programs: 1) long-term scholarship program; 2) vocational

training support, and 3) short-term English training.

The long-term scholarship program was started in 1999. The number of seats for applicants from Timor-Leste was two initially and has increased to five in 2002, 10 in 2010, and 15 in 2012, but this does not necessarily mean that 15 applicants have been accepted every year since 2012. The program covers diploma's course, undergraduate's course, master's course, and doctor's course.

In parallel with the application to AA, many apply to other scholarship program. And those accepted by AA often withdraw their other application²⁸.

This program is open not only to civil servant but also general citizen. The number of civil servant who apply to this program remains two or three each year. The person in charge of this program pointed out that the number of applicants from civil servant is small, and it's because there are few civil servant who have enough English proficiency. For the three countries of Timor-Leste, Myanmar and Papua New Guinea, English training is provided for 12 months before enrollment as a special case when English skill does not meet the admission requirements of the university.

The application period for the dispatch in 2018 was about three months from February 1 to March 14, 2018. When the program started, recruiting session was held jointly with AA, but since three or four years ago the meeting has been held independently. Application documents may be submitted not only by a hard copy but also by a soft copy.

In addition to publicity using media such as SNS, radio, television, etc., the recruiting session are held twice a week. Approximately 40 applicants participate each time. Screening includes 1) Document screening, 2) Psychological test, 3) English test, and 4) Interview. When the scholarship program started, an interview has been sent from HCDF and the Ministry of Education and Culture. But currently no interviewer participate from the government of Timor-Leste side.

The second scholarship program is vocational training support and sends about 12 persons to New Zealand mainly in the fields of tourism, education and infrastructures. This program is performed in accordance with the New Zealand Government's policy for cooperation with Timor-Leste, which consists of 1) support for private corporations, 2) educational support, and 3) peace and security support.

The third scholarship program, short-term English training is provide only for civil servant and not available to the general public unlike the long-term scholarship program. It provides English training course in New Zealand for maximum of five months for maximum of 12 persons per year.

(3) Korea International Cooperation Agency (KOICA) Scholarship

The KOICA scholarship program commenced in 2002 is only for civil servant and not available to the general public unlike the scholarship programs of the Australian Government and the New Zealand Government. Although the project was available only to civil servant until the dispatch

²⁸ Interview from person in charge of New Zealand Scholarship Program

of students in 2017, the scope of applicants has been changed since dispatch in 2018 to include Timorese who work for local NGO or international organizations. Due to the expansion of the scope of applicants for dispatch in 2018, slots of applicant has also been increased from 10 to 18. However, this number of 18 means acceptable maximum number of candidates, and the number of candidates actually accepted is adjusted depending on the existence of excellent candidates. In fact, the successful candidates dispatched in 2017 was only 8, although the slots was open for 10.

With respect to the recruitment method, KOICA issues a request letter to each organization in cooperation with the CSC that select up to 4 candidate from each organization. The civil servant who have not selected by ministries are also able to voluntarily apply for the scholarship program with the approval of the organizations they belong to. And also, KOICA announces the recruitment of applicants use large advertisement billboards as a publicity activity in the city in addition to the issuance of request letter to ministries. The average number of applicants is about 60 every year, but many applicants do not satisfy the eligibility requirements, and there will be about 25 capable applicant remain.

This scholarship program does not perform any English test for selection. The accepting universities exempt the submission of English score by the condition that successful candidate attend a 6-month English training course provided by KOICA before entering the universities. The accepting universities testing the English proficiency of candidates based on application documents and interviews. The selection method consists of 1) first document screening by the KOICA local office, 2) first interview with a staff of the KOICA or the Embassy of South Korea, 3) document screening by the KOICA headquarters and 4) second interview with a faculty member of each accepting university via Skype or telephone.

With respect to an alumni association, the Korea Alumni Association in Timor-Leste (KAATL) was established in 2014. Currently about 400 former KOICA students including KOICA short-term trainees belong to the association, which performs volunteer activities and workshops with a certain amount of budget contributed by KOICA. The board members are elected from among KOICA returned fellows and reelected every two years.

(4) Timor-Leste Government Scholarship (HCDF)

In Timor-Leste, the scholarship program for civil servant is provided by HCDF which established in 2011. During five years from 2011 to 2015, about 4,319 civil servant received a scholarship. With respect to the degrees obtained by them, a bachelor's degree was obtained by 2,098 civil servant, accounting for about a half of the civil servant receiving a scholarship. Many of them obtained a diploma. A total of 559 civil servant who obtained a master's degree and 94 civil servant who obtained a Ph.D. degree received a scholarship under this program.

The ministry that had a largest number of civil servant receiving a scholarship is the Ministry of Health. The number of civil servant received scholarship program in the Ministry of Health is 2,479, accounting for about 60% of the total. The most popular fields of study is “general

medicine,” “nursing,” “midwifery,” and “pharmacy” and the number of civil servant receiving a scholarship in these fields are about 2,000. On the other hand, there are civil servant who receive scholarship in the fields of “public policy,” “law,” “tourism,” and “regional development,” which overlap the JDS's development issues.

With respect to major places of study, 1,512 civil servant studied in Timor-Leste and 1,409 civil servant studied in Indonesia. The number of civil servant who studied in this two countries accounts for about 70% of the total number of civil servant receiving a scholarship. And then there are 356 civil servant studied in Portugal, and 278 in Cuba. The program have been send students to 226 affiliated schools in 17 countries in addition to Timor-Leste and Indonesia. According to the person in charge at HCDF, the program do not have contact with Japanese universities, but they will positively consider any offer made by Japanese universities

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

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

(1) Questionnaire overview

A questionnaire survey was carried out with expected target organizations on December 2017. The questionnaire form was prepared in English and Portuguese.

Questionnaire forms sent out: 1 December 2017

Deadline: 15 December, 2017 (Since response rate was low, follow-up has been done to collect the answers after the deadline)

Targets: 22 organizations which were recommended by JICA.

Response rate: 95% (21 out of 22 organizations responded).

(2) Interviews Overview

Based on the results of the questionnaire and the analysis of existing materials in Japan, local surveys were conducted in Timor-Leste November and December 2017, February and March 2018, visiting 29 major organizations to interview people regarding the needs and development of human resource. At the same time, the survey team received advice from the alumni member who had experience of studying abroad in Japan on value-added programs expected for JDS.

(3) Findings of Both Surveys

Potential candidates in the ministries

The questionnaire survey shows that in 14 major organizations among the organizations

answering the questionnaire, about 80% of civil servant in the relevant organization are permanent staff, and the average number of them are 665. The number of permanent staff is 1,236 in the Ministry of Health, 1,407 in the Ministry of Education and Culture, and 1,688 in the Ministry of Development and Institutional Reform, indicating that these organizations have a large number of permanent staff. On the other hand, the number of permanent staff is 95 in the Ministry of Tourism, 243 in the Ministry of Commerce and Industry, and 251 in the Ministry of Foreign Affairs and Cooperation, indicating that the number of permanent civil servant differs depending on each organization.

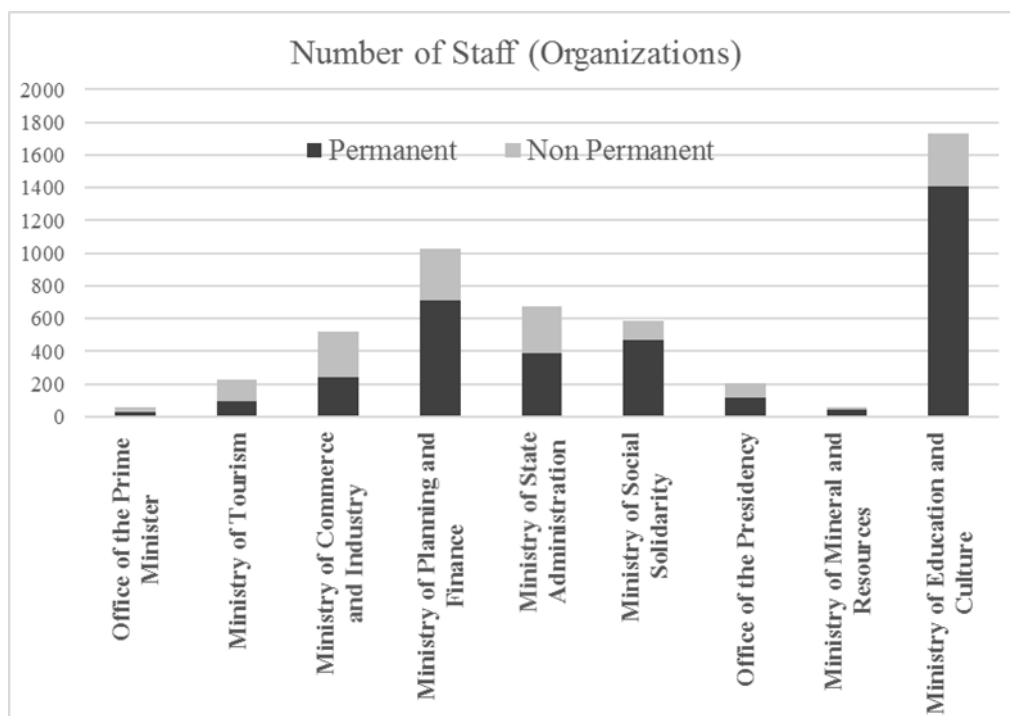


Figure 6: Number of Staff in target organizations

With respect to age composition, civil servant aged from 22 to 39, who are within the scope of JDS, account for 50% of the total number of civil servant. The ratio of male to female for all civil servant is 7 to 3. However, the Ministry of State Administration pointed out that a predominant number of administrative officer engaged in administrative affairs are aged 40 or over and the number of young administrative officer within the scope of JDS seemed to be smaller than the data. In addition, since recruitment of permanent staff has been suspended since 2015 with some exceptions, the ratio of young civil servant tends to decrease.

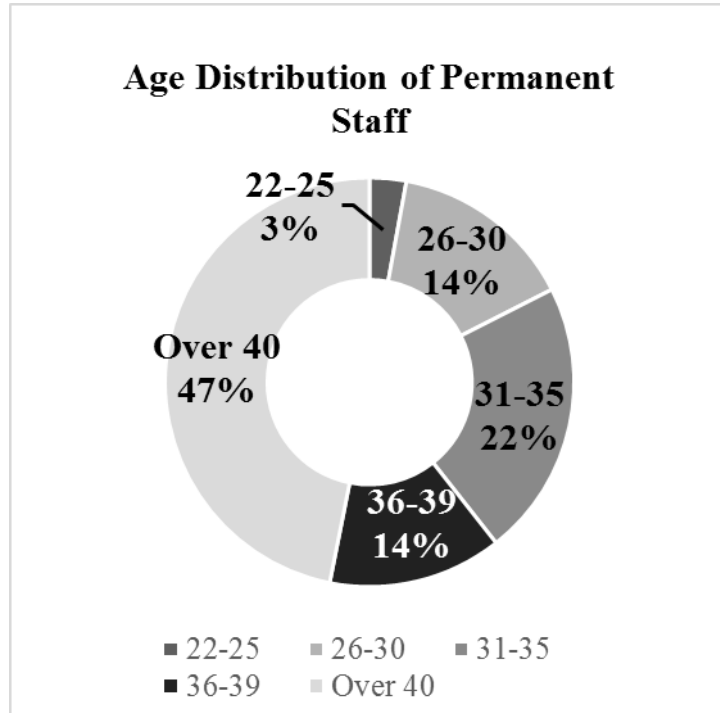


Figure 7: Age Distribution of Permanent Staff

With respect to the seven ranks (A to G) for civil servant that are determined by GCR, the top three ranks, which are A, B, and C, require the acquisition of at least a bachelor's degree. The number of A-rank civil servant belonging to the organizations answering the questionnaire is 42 (0.6% of the total number of civil servant). The number of B-rank civil servant is 298 (5% of the total number of civil servant) and the number of C-rank civil servant is 821 (13% of the total number of civil servant). A total of 27% of permanent staff has a bachelor's degree and 4% has a master's degree. The questionnaire result shows inconsistency with the ratio of the number of civil servant ranked A, B and C that require the acquisition of a bachelor's degree and the number of civil servant having a master's or doctor's degree. It seems that some civil servant having a bachelor's degree are ranked D or below. According to our interviews from the Ministry of State Administration, a non-high ranked civil servant may assume the office of Director General, National Director or other leader positions and therefore it seems to be unnecessary to limit the scope of JDS based on the rank.

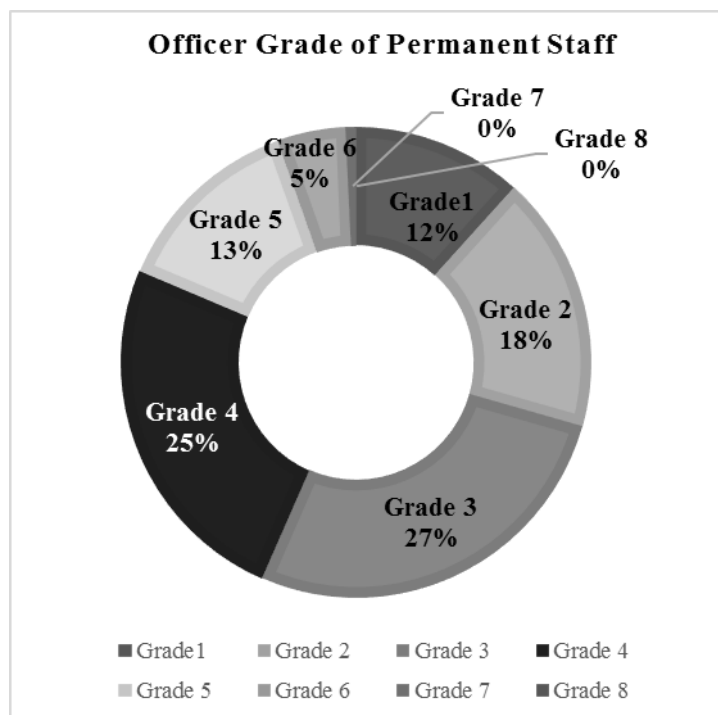


Figure 8: Officer Grade of Permanent Staff

English Proficiency of Civil servant

As a result of the questionnaire survey and interview, all the organizations did not understand the officer' English score and did not give a clear answer about their English proficiency. In our interviews, the persons in charge in all the organizations excluding the Ministry of Foreign Affairs and Cooperation expressed concerns about the English proficiency of their staff.

In our interviews, the Director General of the Ministry of Health having 1,236 permanent staff answered that the number of civil servant who could communicate in English is about 1%. The Ministry of Education and Culture having 1,407 permanent staff answered that the number of civil servant having the English proficiency is about 10%.

In our interviews from other ministries too, many expressed concerns about the English proficiency, although they wanted to have young civil servant study in Japan. It indicates that the number of civil servant who has sufficient English proficiency is very small.

Based on the result of above interviews, it can be imagined that civil servant who have sufficient English proficiency to acquire a master's degree from the above potential candidates in our graduate school are rather limited. From the viewpoint of acquiring excellent candidates stably for JDS in Timor-Leste, it is required to improve their English proficiency by providing English training before the selection and departure to Japan.

Table 13: Comments on the English Proficiency of Civil servant

Organization	Comments on the English Proficiency of Civil servant
CSC	Normally government officers will take IELTS, and few have TOEFL Very low about the English proficiency of government officer
Ministry for Development and Institutional Reform	It's rare to study in English-speaking countries. There was an offer from NZ scholarship in the past, but we couldn't dispatch our government officer due to the lack of English ability
Ministry of Agriculture and Fisheries	Only about 20 permanent civil servants in the ministry can speak English
Ministry of State Administration	Our civil servants often apply to Australia and New Zealand scholarship, but they're not able to pass because they're asked for a high level of English proficiency
Dili (Governing Agency)	About 10 officers can speak English. Especially, there are about 6 officers with high English proficiency
Minister of Trade and Industry	About 20 to 40 permanent civil servants in the ministry can speak English
Ministry of Planning and Finance	Few officer can speak English. We would like you to conduct English training during the selection of JDS
President's Office	Every year there are officers who apply to Australia and New Zealand scholarship, but they failed because of the lack of English proficiency.

Development issues and human resource development needs

Although only five organizations answered about priority area and development issue in the questionnaire, the result is summarized as below. The survey team also conducted interviews and thereby confirmed the assumed development issues for JDS in Timor-Leste.

Table 14: Priority areas and development issues of Major Target Organizations

Organization	Priority areas and development issues
Ministry of Tourism	Scholarship in tourism field, Capacity building and training in tourism specialized field
Ministry of State Administration	Human resource development field, Comparative study with Japan, Short-term training in each field
Ministry of Mineral Resources	Public Administration and Management, Finance and Accounting, Leadership
Office of the Prime Minister	Civil service improvement, Financial administration and Planning, Management of Financial administration and Resources
Ministry of Foreign Affairs and Cooperation	International Relations, Law Improvement, Economy

With respect to the improvement of administrative ability and institution building, all the organizations from which the survey team conducted interviews mentioned the importance of human resource development in the field of public policy. CSC, a member of JDS Operating Committee, also mentioned that many persons in charge of human resource development at the organizations did not have a master's degree, and CSC want them to obtain a master's degree in the field of public policy. The current Ministry for Defense and Security was formed by integrating the former Ministry of Defense and Security and the former Ministry of Home Affairs. It controls the military and the police and its officer is divided into civilians and military personnel. The Ministry of Defense and Security answered that they want to utilize JDS for civilians to acquire a master's degree in the field of public policy.

With respect to the improvement of service delivery (health/education), the Ministry of Health and the Ministry of Education and Culture are assumed to be the main target organizations. The Ministry of Health explained that although it is important to encourage the acquisition of a degree in public health by doctors and nurses subject to the SCR, there are more than 5,000 civil servant in the organization, and it is also interested in the acquisition of a degree by civil administration staff in the field public policy for the purpose of obtaining the effective human resource management and know-how. The Ministry of Education and Culture emphasizes the training of administrative staff as well as the training of teachers, and emphasized the necessity of the public policy field for them.

With respect to the rural and industrial development, Ministry of Tourism focuses on tourism as a diversity industry which does not rely on the oil industry in the SDP. Not only the Ministry of Tourism but also the Ministry of Foreign Affairs and Cooperation and the Ministry for Agriculture and Fisheries are involved in tourism industry policy planning, therefore there was a request to

implement special program focused on tourism in JDS project. The Ministry of Agriculture and Fisheries answered that it put the first priority on the acquisition of a degree in agriculture but is also interested in tourism because it is promoting agritourism in cooperation with the Ministry of Tourism. On the other hand, the Ministry of Commerce and Industry requested that JDS would provide not only special programs for agriculture and tourism but also macro industrial policy programs.

With respect to improvement of transportation / urban environment development, the Ministry of Development and Institutional Reform is the ministry in charge of almost all infrastructures such as “water”, “electricity”, “roads”, “transportation”, “airports”, and “ports” and mentioned that they want to send their officer to a university provide a master degree of engineering.

In addition, each ministry has subordinate administrative organizations. The Ministry of Health requested that not only civil servant of the central government but also the staff of subordinate organizations be included in the scope of JDS. The Ministry of Tourism requested to include non-permanent civil servants as a target group of JDS by setting a requirement of returning to work for a certain period of time. The president of UNTL requested to establish JDS Ph.D. program as the faculty members of UNTL mostly has already received the master degree.

Request for JDS Project

The Ministry for Agriculture and Fisheries requested that they want CSC send a request letter to the ministry for the implementation of the JDS project. The survey team consulted with CSC, and they answered that they will explain about JDS project at the meeting held regularly by all ministries and cooperate for it as much as possible.

The Director General of INAP, who is the co-chairperson of the Operating Committee, mentioned the improvement of mindset of civil servant as what is expected for JDS, requesting the implementation of training related to morals, Japanese system and leadership in JDS. The Director General of the Ministry of Tourism who had participated in a JICA short-term training program emphasized that the Japanese tourism industry was impressive and the people of Timor-Leste should learn from the strong discipline of the Japanese people. The Director General of the Ministry of Health stated that other donors is not providing leadership training. Therefore it would be very attractive and be a strong point if JDS provides. The Minister of State Administration made a request about the implementation of leadership training for senior officer. As stated above, the survey team could confirm that there are great needs of mindsets of civil servant.

Trend of Other Donor's Aid

With respect to the scholarship programs of donors, only 11 target organizations in the following table answered the questionnaire. The survey team could confirm that a larger number of civil servant acquired a master's degree under the HCDF scholarship program of Timor-Leste compared with the scholarship program of overseas donors.

The number of students dispatched under the scholarship program of overseas donors seems to be smaller than expected. In our interviews from the organizations, they stated that the English proficiency of civil servant are generally low, therefore it's difficult for them to be selected in their program. This seems to be a reason for a smaller number of the students dispatched under the other scholarship program despite the great needs of the Timor-Leste side.

It would be necessary for JDS to consider about the provision of an Pre-English training to civil servant before entering a university, ask the accepting universities to introduce academic writing lessons, or provide other programs for supplementing the English proficiency of civil servant that are not implemented by other donor in order to advertise the superiority of JDS and collect candidates.

Table 15: Donor's scholarship program

Organization	Donor / Number of officer
Ministry of Tourism	Timor-Leste/7
Ministry of Health	Australia/8, New Zealand/2,Portugal/1 Timor-Leste/2,781
Minister of Trade and Industry	Timor-Leste/10
UNTL	Breakdown Unknown/95
Ministry of State for Gender Equality and Social Inclusion	Portugal /1, Timor-Leste/10
Minister of Planning and Finance	Timor-Leste/15
Water Section (Ministry of Development and Institutional Reform)	Portugal/1
Building Section (Ministry of Development and Institutional Reform)	JICA(Japan)/2, Timor-Leste/1
ANATL (Administrative organization of Ministry of Development and Institutional Reform)	Timor-Leste /4

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."

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

On the basis of the above mentioned aim and features of 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).

2-1-1. Project Design

Table 16 shows the JDS priority areas and key development issues and expected degrees identified on the basis of the field survey conducted in December 2017.

Table 16: Framework of JDS Timor-Leste (intake FY2019-2022)

JDS Priority Area(Sub Program)	JDS Development Issue(Component)
1 Improving Administrative Ability and Institution Building	1-1 Improvement of Public Administration and Legal System
	1-2 Improvement of Service Delivery (Health / Education)
2 Rural and Industrial Development	2-1 Rural and Industrial Development
3 Improvement of Transportation / Urban Environment Development	3-1 Improvement of Transportation / Urban Environment Development

(1) Component and Research Theme

An agreement have made with Government of Timor-Leste side on the framework of JDS project in the field survey in December 2017. Also, it was agreed to announce the anticipated research topics for each development issue as a reference at the beginning of application period, aiming to prevent mismatch of research themes.

(2) Target Organization

It was agreed that all the organizations would be included in the scope of JDS for the purpose of encouraging many excellent civil servant to be applied. The national parliamentary election will take place in May 2018 and the ministries may be reorganized after the formation of new cabinet. It was decided to consult with each other and to be made an agreement about the determination of the target organizations at the first meeting of the Operating Committee in FY2018, while paying attention to the actions of new cabinet.

For the purpose of ensuring that the JDS fellows will utilize the expertise they acquire in Japan and thereby contribute to the ministries they belong to, it was agreed that the eligible applicant would include only permanent staff and exclude non-permanent staff.

Considering the objects of JDS project, it was also agreed that permanent faculty members of the UNTL would be included in the target groups, because they are civil servant belonging to the Ministry of Education and Culture. And also many of them assumed the office of minister or vice minister in the past.

(3) Accepting Universities

Prior to the preparatory survey, JICA presented assumed target areas and development issues of JDS project in Timor-Leste to universities that have accepted JDS fellows in the past as well as those who wish to newly accept the JDS fellows and asked them to submit proposals on the countries/issues from which they wish to accept. As a result, 25 proposals in total were submitted from 13 universities or 15 graduate schools.

Based on evaluation procedure, JICA Headquarters and JICA Timor-Leste Office evaluated the contents of proposals submitted by the universities and items such as the past records of accepting international students including JDS fellows.

In discussion of the preparatory survey, the survey team presented the government of Timor-Leste a shortlist of Japanese universities and explained background information about the universities that received high evaluation on proposals by the side of Japan. Table 17 lists the universities and final candidate numbers agreed upon at this meeting.

Table 17: Accepting Universities of the JDS Project in Timor-Leste

Sub Program	Component	University	Graduate School	Slot
1 Improving Administrative Ability and Institution Building	1-1 Improvement of Public Administration and Legal System	Doshisha University	Graduate School of Global studies	2
	1-2 Improvement of Service Delivery(Health/Education)	International University of Japan	Graduate School of International Relations	2
2 Rural and Industrial Development	2-1 Rural and Industrial Development	Ritsumeikan Asia Pacific University	Graduate School of Asia Pacific Studies	2
3 Improvement of Transportation / Urban Environment Development	3-1 Improvement of Transportation / Urban Environment Development	Nagoya University	Graduate School of Environmental Studies	2

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

(1) Operation Committee Members

INAP is a human resource development organization subordinate to the Ministry of State Administration and implements leadership training and English training courses, etc. for all civil servant. The Ministry of Education and Culture has the UNTL as its subordinate organization and supervises human resource development for all people of Timor-Leste. CSC is an organization supervising the employment and promotion of civil servant. These three organizations in charge of human resource development in the government of Timor-Leste are expected to develop environment for JDS fellows in the relevant ministry when they return to Timor-Leste after graduation.

From the beginning of the program in FY2018, the members of the Operating Committee will implement the JDS project. The co-chairperson from Timor-Leste side is the Director General of INAP. The co-chairperson from the Japan side is Senior Representative of the JICA Timor-Leste Office.

Table 18: Operating Committee Member in JDS Timor-Leste

Country	Role	System
Timor-Leste Side	Co-Chair	National Institute of Public Administration (INAP)
	Member	Ministry of Education and Culture (MOEC)
	Member	Civil Service Commission(CSC)
Japanese Side	Co-Chair	JICA Timor-Leste Office
	Member	Embassy of Japan in Timor-Leste

(2) Role of Operating Committee

For the member of the Operating Committee, the survey team explained the functions and roles of the Committee based on the JDS Operating Guidelines. Timor-Leste, as a new JDS country, is expected to encourage promotion of the project to target organization more than existing JDS countries in the recruitment and selection process.

Table 19: Role of Operating Committee

Role	Detail
Determination of recruitment selection policy	Based on SDP and Japan's Aid Policy, determine the Basic Policy (Priority Development Issues, Major Target Organizations, Methods of Application Encouragement, etc.) Recruitment Activities for each FY. Based on JDS Operation Guidelines, determine the Selection Policy of JDS project in Timor-Leste.
Candidate Interview	Evaluate candidates as Interviewers in the 3rd selection (Comprehensive interview). Determine Final Candidates at the Operating Committee.
Approval of Final Candidate	Approve Final Candidates selected through the Selection Process at the Operating Committee.
Promotion and Follow-Up of Effective Utilization of JDS Returned Fellows	Provide Indirect Support for JDS Returned Fellows to return Belonged Organization. Consider Follow-Up Measures for JDS Returned Fellows to develop Project Effect and Follow-Up them.
Supervision of JDS project, and Others	When Unexpected Accident happens, determine Management Policy and take necessary measures. Attend Various Events such as Send-Off Party and Reporting Session and give Advice for remarks on Project Results. Correspond to Necessary Matters for the Operation of JDS project and make Decisions.

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

Under the framework agreed upon in the preparatory survey on December 2017, it was confirmed to prepare a basic plan for each JDS Priority Field (sub-program) and decide at the first operating committee of JDS FY2018.

In the Basic Plan for the Sub-Programs, a four-batch program (four batches included), which consists of the Target Organizations to nominate JDS candidates, Japanese Accepting Universities, the number of JDS fellows and expected outcomes on the Sub-Programs/Components, is formulated as package. It is expected to improve the abilities of the core human resource in policy-making and project management, and further to improve the abilities of the Target Organization in policy-making by dispatching the JDS fellows for four years under the same Sub-Programs/Components in principle, Target Organizations and Accepting Universities based on said Plan.

Applicant eligibility will be decided upon consultation at the 1st Operating Committee, but the applicant eligibility assumed are as shown in the table below. As for age requirement, many young civil servants are not involved in policy practice in Timor-Leste so that many requests were received from target organizations to raise age requirement, therefore it would be considered to raise from the general JDS age requirement , 39 to the suitable age in Timor-Leste.

Regarding English score, many ministries are concerned about the English proficiency of permanent civil servants, and it is assumed that the English ability is generally low. The English score is set as the standard level adopted by JDS in general as shown in the table below. Because there is required English score by the accepting university at the time of enrollment. However while receiving the opinion of the accepting universities, details would be discussed at the 1st Operating Committee.

Table 20: Applicant Eligibility of the JDS Project in Timor-Leste (Tentative)

Article	Eligibility
Nationality	Citizen of the Timor-Leste and residing in Timor-Leste at the time of application
Age	Under 40 (April 1st, Year of Arrival)
Academic Background	University (Bachelor) Degree
Work	Only Government Employees hired by Timor-Leste Government (Except Non-Permanent and Employee of State Enterprise)
Work Experience	Have at least two years of full-time work experience in public sector at the Deadline
English Proficiency	Have a good command of English to obtain a master's degree from a graduate school in Japan (TOEFL iBT 61 (ITP 500) / IELTS 5.5 or more)
Other	Those who are currently receiving (or scheduled to receive) another international government scholarship (Including other scholarships of Japan). Those who have obtained a master's or higher degrees overseas under the support of foreign government scholarship.
	Those who have a clear intention to correctly understand the purpose of JDS project. To contribute to the development of Home Country and the establishment of friendly relations with Japan after completing studies.
	Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list
	Mentally and physically in good health

2-2. Obligations of Recipient Country

During the period of recruitment and selection of JDS fellows, INAP takes a main role in planning,

implementation, management and supervision of the JDS project as co-chair of the Operating Committee. They ask each target organization for cooperation to disseminate the information about JDS and promote application.

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

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

2-3. JDS Project Implementation Schedule

When the Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS project from FY 2019 onwards as the result of the preparatory survey, the project will presumably be implemented for the next four batches according to the schedule shown in Figure 9 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.

Based on the present preparatory survey, the implementation system becomes a 4-year format going forward. Officially, the Ministry of Foreign Affairs determines the maximum number of JDS fellows to be accepted each year with the approval of the Japanese government (Cabinet meeting). After that, the annual maximum number of JDS fellows is confirmed and agreed on at E/N.

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

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

Figure 9: Implementation Process

2-4. Application and Selection Methods

2-4-1. Recruitment Methods

(1) Application Tools

An application website, JDS project application pamphlets, posters and leaflets will be prepared as application tools. The number of copies and design will be separately determined by the Operating Committee.

According to interviews with other donors, promotion activities based on the transmission of information through SNS, radio, television and other media seems to be effective, it will be discussed to utilize those media for JDS while receiving the opinion of the members of the Operating Committee from the Timor-Leste side.

(2) Application Methods

Operating Committee 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. Also the agent will conduct recruiting session, and the location and number of venues shall be decided by the Operating Committee. Considering that English proficiency of local civil servant is low compare to central ministries, the agent conducts recruiting session more in Dili, and the survey team discussed with the Ministry of Administration JDS promotion in district area. Furthermore, since regular meetings for personnel management officer of each ministry are held by CSC, it is also important for the agent to participate in the conference and notify JDS project.

Table 21: Recruiting Session (Tentative)

Dates	Venue
Late August to late September, 2018	Dili (Main Target Organization, Joint Session at CSC)
Late August to late September, 2018	Local Major Cities (Ex. Baucau)

The KOICA Scholarship program uses a selection system targeting civil servant. In order to recruit a certain number of applicants, CSC sends requests to various organizations to select talented applicants at each of them. The agent are required to consider implementing a similar application system in JDS selection.

It was confirmed that JICA experts are highly interested in JDS project, and they would give some support for promotion of the project to competent applicants in each relevant ministry and office. It could be considered that through taking part in JICA specialists' conferences and explaining the JDS project, the implementing agent would obtain their cooperation.

(3) Assistance on JDS Project Applications

In JDS selection, applicants must take TOEFL or IELTS test. However, interview surveys of multiple organizations have found that many have concerns regarding the English proficiency of staff overall. Moreover, Most of staff has also never taken mark-sheet style test²⁹.

Therefore, it will be considered implementing Pre-English training as a countermeasure for English test. Lorosa'e English Language Institute (LELI), a private English school with rich achievements in English training for civil servant sponsored by INAP and in English training for applicants with other sponsors, is located in the capital, Dili. Implementing Pre-English training could not only raise the standards of English proficiency amongst candidates overall, but it could also result in proactive awareness-raising of this support amongst applicants with questionable English ability at the time of application recommendation, leading to a greater number of applicants.

(4) Gender Consideration

In line with JICA's gender policy, women, not only men will be encouraged to apply for the JDS project. For this purpose, it is necessary to take some fresh approaches to invite more female applicants. In Timor-Leste, there are very few women with experience studying in Japan. The lack of information on studying abroad and studying in Japan in particular could be one cause of unease amongst women regarding studying abroad. At recruiting sessions, it is important to ask women who have previously studied in Japan to cooperate and share their experiences to ease the concerns of women as much as possible and create an environment that encourages applications

²⁹ Interview from various organizations

from women.

2-4-2. Selection Method

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

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

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 social and development experiences of Japan as background knowledge. According to results of the questionnaire subjected to JDS returned fellows, as for questions about pre-departure and post-arrival orientation, more than half of them responded that Japanese language trainings and lectures focusing on Japanese culture and society were useful as this tendency can be seen in other countries as well. 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, (3) Orientations with the aim of enabling them to smoothly commence their life in Japan, (4) Programs to understand Japanese culture and language are going to be implemented.

During the pre-departure orientation program in Timor-Leste, likewise in other countries, the Embassy of Japan in Timor-Leste gives a briefing on Japan's development experience and assistance policy toward Timor-Leste while JICA Timor-Leste Office describes about projects currently implemented in Timor-Leste upon our request.

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

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

JDS fellows will also be given information on rules, procedures and lifestyle in Japan. In particular, with regards to managing their safety, they will be given explanations regarding natural disasters such as earthquakes, tsunamis, typhoons and avalanches, as well as crime and traffic rules. They

will gain an understanding and be prepared to spend their time in Japan safely with peace of mind. Hands-on training using anti-disaster training facilities will also be implemented.

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

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

2-5-2. Contents of Enrichment Program

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

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

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

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

2-5-3. Contents of Special Program

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

The special program consists of the following aims.

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

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

2-6. Monitoring, Guidance and Counseling

2-6-1. Implementation System

A coordinator of the 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

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.

Regular monitoring is conducted with monitoring report sheets. Monitoring report sheets describe comments from the fellows, a responsible person of monitoring, and a supervisor of the university so that the condition of each fellow can be understood through a single monitoring sheet.

2-6-4. Response in Case of Emergency

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

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

2-7. Follow-up

To achieve the overall goal of JDS project, it is necessary to support JDS fellows to be assigned to a position in which they can contribute to the development of Timor-Leste or get promoted after returning home country. The Operating Committee of Timor-Leste side shares the example of achievements and current status of returned JDS fellows who are capable of contributing to the development to the country to each government organization, and ask cooperation to consider their reinstatement and assignment of the position.

Also, the implementation agent will support the activities of alumni association and strengthen the networks among JDS returned fellows. This will enable to develop corporative relationships

among returned fellows, and organize a group which can contribute to the development of Timor-Leste. Moreover, JDS returned fellows, after studying in Japan for two years, will play an important role in constructing partnerships between the two countries.

Led by Japanese Embassy in Timor-Leste, Japanese Alumni Association, which consists of returned fellows of Government scholarships for overseas studies and JICA long-term training and so on, has been established. By asking these fellows to share their experiences in Japan at Pre-Departure Orientation, or inviting them to Farewell Reception, JDS fellows will have opportunities to hear the experiences from their role-models. Although JDS fellows are expected to participate in Japanese Alumni Association as well, it is also an idea to build an original alumni association of JDS fellows under the umbrella of the Japanese Alumni Association to make JDS follow-up activities such as sharing the achievement of their research at Japanese universities each other and as the group to communicate with JDS fellows from other countries.

The questionnaires conducted in other countries show that many JDS returned fellows expect the following method of networking as a part of follow-up activities: utilization of SNS, regular alumni parties, attending specialized seminars by JICA experts. Using this result as a reference, it is important to consider the follow-up activities that meet the demand of JDS fellows from Timor-Leste.

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 Timor-Leste's development plan was analyzed as follows.

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

In July 2011, Timor-Leste announced the SDP specifying the four issues to be tackled for achieving the objectives, which consisted of the three focused areas of “Social Capital”, “infrastructure Development”, and “Economic Development” and “Institutional Framework” necessary for the above three focused fields.

JDS project in Timor-Leste cover various fields related to the above focused areas and therefore it can be considered as a part of support for human resource development essential for achieving the goals. SDP's relevance to the JDS's focused fields of support in Timor-Leste is as follows.

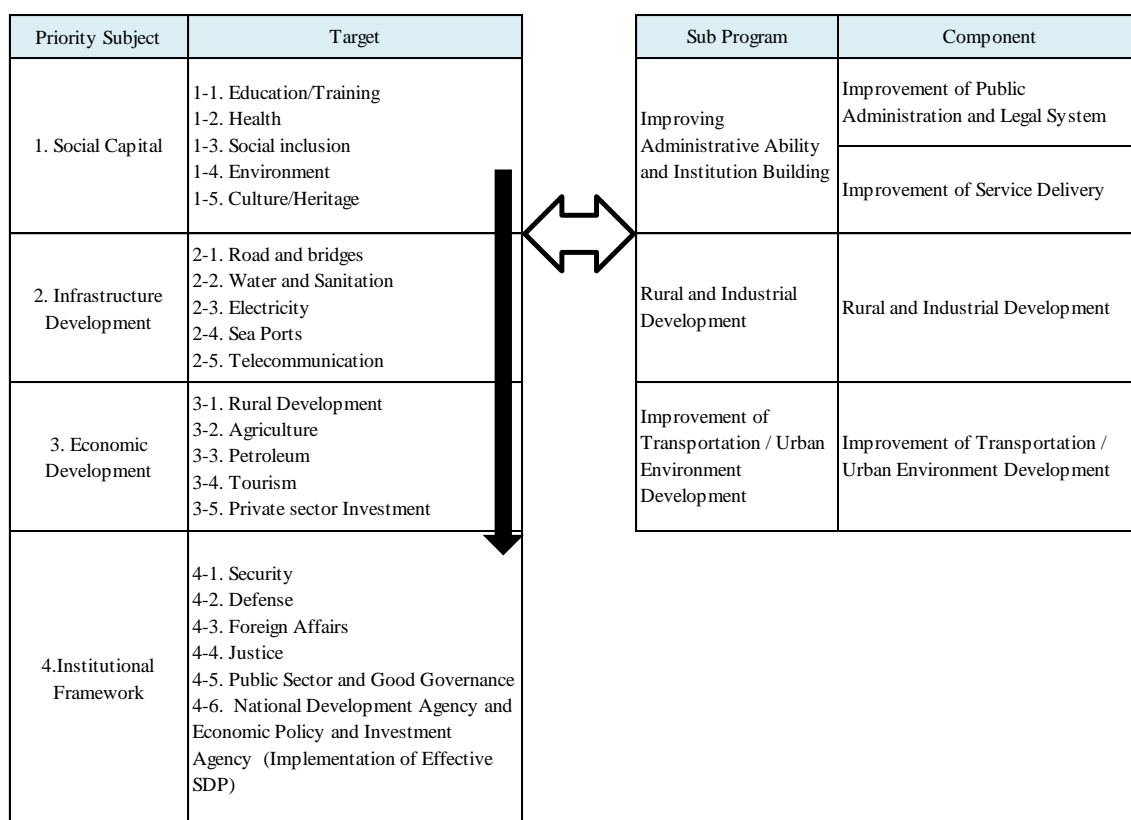


Figure 10: Relevance between SDP and JDS Framework

(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 three focused 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. DS Project can be considered as support for solving these issues for promoting the strategy.

(2) Improvement of Service Delivery(Education/Health)

Education and health are mentioned firstly with regard to “Social Capital” that is one of the SDP's focused areas. In Timor-Leste, rapid economic growth of the capital city causes the expansion of a gap between the rich and the poor particularly between the capital city and rural areas. The country is required to provide education that benefits each citizen and develop and enhance health and other social services.

(3) Rural and Industrial Development

Timor-Leste is rich in natural resources such as petroleum and gas, but the working population is rapidly increasing and it is emergently required to develop industries that will substitute natural resources in order to create employment. SDP specifies “agriculture,” “tourism,” and “oil-related industry” as growing industries and aims at developing these industries by taking a multilateral approach. The country is required to develop administrative officer who can plan effective industrial policies for the development of the growing industries.

(4) Improvement of Transportation / Urban Environment Development

Timor-Leste has used earnings from petroleum, gas and other natural resources for infrastructure development, but the infrastructure connecting urban areas and rural areas has not been developed yet, causing a gap in the public services provided to citizens. On the other hand, regional development is also being promoted, including the Tasi Mane Project in the southern region that aims at regional industrialization through the construction of oil-related facilities and the establishment of the second national university called the Institute of Polytechnic in Betano City in the southern region. In addition, Timor-Leste focuses on tourism as a growing industry and therefore urban development is also an essential issue.

3-1-2. Conformity with Japanese Economic 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.

The JDS project's focused areas and development issues are determined in compliance with the support policy of the Japanese government with high consistency.

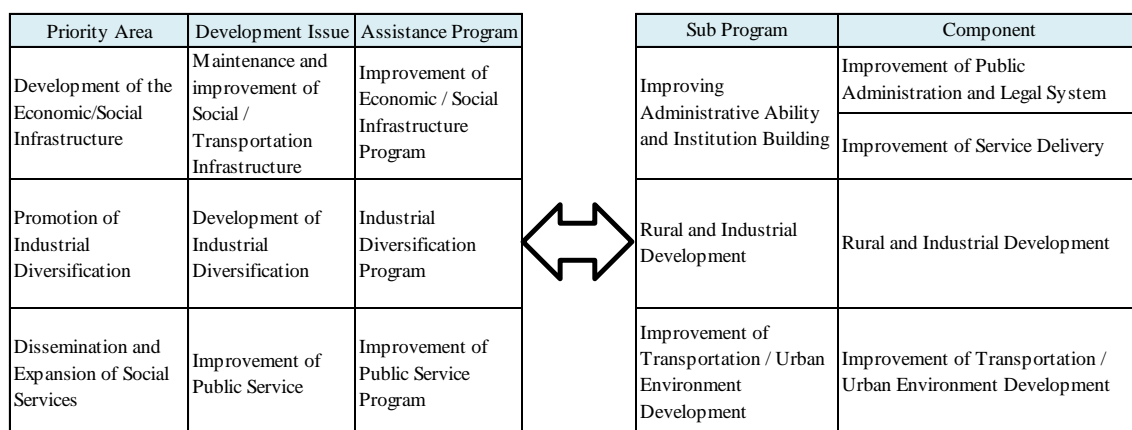


Figure 11: Relevance between Japan’s Aid Policy to Timor-Leste and JDS Framework

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

Recipients of grant assistance are chosen in accordance with the criteria for interest-free loan recipients as defined by the global Independent Development Association (IDA), namely, Gross National Income (GNI) of \$1215 per capita. Grant assistance is generally used to assist developing countries with major nation-building projects and initiatives designed to alleviate poverty, often in areas where the local government does not have enough funds or is unable to obtain the necessary loans. Grant assistance is designed to help recipient countries to be more autonomous and independent, and is carefully coordinated with other technical aid projects and interest-bearing loans provided by Japan and other donor countries.

Timor-Leste has a GNI of over \$1920 per capita³⁰, and as such is considered a low-middle income country in the World Bank classifications. JICA’s FY 2017 ODA Loan major countries by income class classification, it is positioned as a poor country. Economic scale is small in Timor-Leste, and economy dependent on natural resources are susceptible to international resource price fluctuations. There are also many challenges in terms of infrastructure, health care and welfare, as well as the environmental impact of development. Based on this background, the World Bank provides both interest-free loans by IDA and low-interest loans by the International Bank for Reconstruction and Development (IBRD).

In light of all of the above, the survey team investigated the feasibility of providing grant assistance through the JDS project, with reference to the relevant notification from the Ministry

³⁰ World bank homepage, date of 2015 : <http://www.worldbank.org/>

of Foreign Affairs, with a particular focus on the following aspects. Based on the above, reference was given to the viewpoints that needed to be investigated in the notification document of Ministry of Foreign Affairs document³¹ and the validity of implementing the JDS project with gratis fund aid underwent careful, integrated examination based on the three points of item quality, Japan's foreign policy and status of provider developing countries. Of these, the following points are highly significant.

(1) Perspective on the Nature of the Project

Humanitarian needs

In Timor-Leste, the components include the improvement of service delivery (health/education). The nutrition, health and hygiene indices are significantly lower than the average values compared with ASEAN countries, and it is particularly apparent in rural areas. It is also meaningful on humanitarian grounds to provide support for realizing health and medical service in entire Timor-Leste.

(2) Perspective on Japan's external policy

Foreign Relations

JDS project targets young civil servant, etc. who are in charge of planning and implementing the social and economic development policy in Timor-Leste and therefore JDS fellows are expected to become future leaders of Timor-Leste familiar with Japan. The JDS fellows who understand Japan well can become a valuable asset for strengthening a relationship between Timor-Leste and Japan.

In March 2016, Japan-Timor-Leste summit was held and the leaders of both countries expressed in a joint statement that Japan would continue supporting Timor-Leste's participation in ASEAN and provide support through human resource development. The leaders also agreed that both countries would cooperate with each other for realizing open and stable oceans under the rule of law and continue their close cooperation in the region and international scenes. As stated above, the implementation of JDS project is highly valid from a diplomatic viewpoint.

Strategic Objectives

Timor-Leste is located between Indonesia and Australia and has geopolitical importance. The country's development as a democratic country has a great relevance to the security and economic prosperity of Japan and it contributes to "Free and Open Indo-Pacific Strategy," which is the Japanese policy for focusing on development cooperation. In addition, about 3% of the total amount of oil and natural gas import to Japan is produced in Timor-Leste. Timor-Leste is an

³¹ Ministry of Foreign Affairs, "Effective utilization of gratis fund aid for countries with relatively high income levels" April 2014

important country for energy security of Japan.

(3) Perspective on the situation of Timor-Leste

Economic Weakness

GNI per capita in Timor-Leste exceeds US\$1,920, but the economic growth greatly relies on natural resources and the growth of other industries is insufficient. Because natural resources are likely to be affected by international market prices, Timor-Leste that relies on a single industry is economically vulnerable. The government of Timor-Leste expect support investment, and transfer of technology from Japan in order to diversify the industrial structure and improve the competitiveness of private sector. JDS project that aims at improving the ability of administrative organizations through the development of administrative officer will overcome the economic vulnerability and diversify the industrial structure and therefore its validity is high.

Environmental weakness

Timor-Leste is vulnerable to the sea level rise caused by global warming due to island specific problems (small population, remote nature, natural disaster etc.). The United Nations Secretariat announced Timor-Leste as one of the Small Island Developing States (SIDS)³², which is considered to be difficult challenge for sustainable development. Although the area of the land is small, 60% of the land is a mountainous area, soil of the country is fragile against erosion. In addition, due to declining soils water holding capacity by deforestation, it is a cause of low agricultural productivity. For that reason, SDP is promoting economic development with agriculture as the priority area, but the environmental barrier has a large barrier. This is significant from the viewpoint of environmental weakness.

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

³² Ministry of Foreign Affairs of Japan <http://www.mofa.go.jp/mofaj/gaiko/kankyo/sids/sids.html>

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, CSC manages recruitment, promotion and transfer of civil servant. Therefore it is expected that the CSC will take an initiative for them to be able to build their carriers that allow them to utilize the knowledge gained by studying abroad.

It is integral to monitor how the JDS fellows' experience in Japan will be utilized in their professional careers after returning to their country over the mid to long term in order to evaluate the effectiveness of 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 “JICA basic Research” in FY 2014 analyzed the factors that contribute and hinder the

effective progress and achievement of the JDS project, in comparison with other donor's scholarship program, as shown in the table below:

Table 22: Examples of Factors that Affect the Achievement of JDS Timor-Leste (Findings from JICA Basic Research)

Goals	Contributing Factors	Inhibiting Factors
Pre-condition: Personnel, who fulfill the purposes of the JDS Program, is to be nominated.	<ul style="list-style-type: none"> • The target countries are able to maintain a strong ownership because of the JDS Coordinating Committee. • The selection process is transparent. 	<ul style="list-style-type: none"> • Target organizations and fields are limited • There are not many courses provided about Japanese culture and/or language. • Ph.D. program are not covered
Overall Goal 1: Contribution to solving development issues	<ul style="list-style-type: none"> • Quality education provided in Japan • Fixed number of civil servants is continuously accepted every year. • Target areas (study fields) meet the development needs of the target countries 	<ul style="list-style-type: none"> • There is limited official networking with Japan after returning to their home countries • Ph.D. program are not covered
Overall Goal 2: Contribution to strengthening bilateral relations	<ul style="list-style-type: none"> • Safe study and research environment in Japan • Strengthened networking with JDS returned fellows and accepting universities 	<ul style="list-style-type: none"> • Official Systems to utilize JDS returned fellows by the Japanese government or Japanese private companies are limited. • JDS returned fellows are given limited opportunities to get further information from Japan and to exchange information with the JDS returned fellows in other target countries.

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

Timorese returned international student who has studied in Japan indicated that this experience was useful in work management after returning home country as they came into contact with Japanese custom of approving punctuality. In addition, the student indicated that when such a student learnt that JDS was holding networking events for Japanese administrative officers and JDS fellows from other countries, such events would be important for civil servant in Timor-Leste

in forming contacts with the aim of joining ASEAN in the future. On the other hand, Most of Timorese who are thinking about studying in Japan are not aware that they can obtain degree in English. Instead, they think that Japanese proficiency is necessary requirement to study in Japan. Therefore, he pointed out that JDS project should promote widely with exact program details.

3-4. Project Evaluation Indicator Data

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

Possible indicators to evaluate the results and impacts of the JDS project in Timor-Leste are as shown in the following table. By accumulating this quantitative information through the project, the results and impact would be effectively evaluated.

Table 23: Project Evaluation Indicator Data on JDS Timor-Leste (Tentative)

Inaugural year		XXXX
Number of Slots per year		XXXX
Fellows accepted	Total	XXXX
	Sex	Male X Female X
	Average age	XX
Returned fellows	Total	XX
	Fellows who obtained degree	XX
	Fellows who failed degree	XX
	Completion rate	XX%
By category of work place	Upon arrival	Ministry X%, Other central agency X%, District agency X%
	After return to country	Ministry X%, Other central agency X%, District agency X%
Ration of management level (upper than director)	Upon arrival	XX (X %)
	After return to country	XX (X %)

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

Evaluation indicators are set to conduct terminal evaluation with diversified perspectives. The effectiveness of the project can be measured on the basis of various criteria including the independence of relevant organizations and the activities of JDS fellows after returning to the country, in addition to the management and progress of the project. Focusing on JDS fellow monitoring that is the fellow information management function, which is also a feature of JDS, indicators are created to evaluate the “degree of capacity building of JDS fellows (especially capacities necessary for policy making and implementation)” and the “level of appropriateness of university curricula” and also conduct a questionnaire survey. The survey respondents are principally JDS fellows.

(1) Contents of Survey

As for the “degree of capacity building of JDS fellows,” given that the “development of young

administrative officers” is the objective of the JDS project, it is aimed to examine changes in the abilities required for policy making and implementation in the developing country as a result of the JDS project. In concrete terms, the survey will be conducted to measure improvements in skills and thinking abilities such as “scientific research and analytical skills,” “logical thinking ability,” “problem-solving ability” and “leadership,” as well as changes in attitudes including “morality,” “discipline,” “sense of responsibility” and “aggressiveness”.

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

(2) Method of Survey

The questionnaire survey to measure “degree of capacity building of JDS fellows” targeting JDS fellows will be undertaken in the following two stages: Upon their arrival in Japan and upon their completion of study. At the time of their arrival in Japan and during their study, preliminary reports on the regular monitoring of the JDS fellows will be received. At the time of the completion of their study, questionnaires are to be distributed to and collected from all the fellows right before their return to their home country instead of preliminary reports on the evaluation meetings that had been convened with the fellows at each accepting university and in each graduate school.

3-5. Issues and Recommendations

Issues and recommendations obtained in this survey are as follows.

(1) Implementation Coordination

In the latest preparatory survey, it was agreed with Timor-Leste on important points such as: i) the project purposes of JDS; ii) the Operating Committee structure; and iii) acceptance plans. The INAP, co-chair of the Operating Committee, is an organization that supervises the overall training of civil servant, and one of member of Operating Committee, CSC is the parent organization of human resource in each organization. It was a significant achievement that the survey team successfully obtained from INAP and CSC sufficient support for the project by way of the preparatory survey. Through INAP and CSC, it would probably possible to reflect the committee’s intention directly in each governmental organization, thus system of the project will be developed by improving the quality of the project.

(2) Impact of the Dissolution of the Cabinet in May 2018 and General Election

In Timor-Leste, National Assembly election was held on May 12, 2018. Depending on the results of the election, there is a possibility of being late to cabinetmaking, and the timing for E/N and G/A conclusion is unclear. In this situation, receiving the preliminary information from the JICA

Timor-Leste Office, it was successfully included details related to the urgent implementation of procedures by both Japan and Timor-Leste for E/N and G/A conclusion at the beginning of JDS minutes of discussion agreed upon with the Minister of State Administration in this preparatory survey. Nonetheless, it is necessary to take notice the possibility of delay to E/N and G/A conclusion resulting from delayed cabinetmaking. Moreover, as the possibility of effects such as a shortened application period is high if the start of the project delayed. Operating Committee from Timor-Leste side will be encouraged to provide notification of JDS project to each organizations before the beginning of the selection in order to gather as many applications as possible even if a delay occurs.

Since many of ministers or secretaries in Timor-Leste appointed as political appointments, there are concerns that there could be changes in the Operating Committee members depending on the election results. Therefore, it is necessary to assume the possibility of having to explain the project and survey policy, etc. again to all those members of committee. In addition to preparing explanatory materials, it is important to train JDS national staff who can provide explanations in place of Japanese consultant staff to prepare for any changes in responsible person that occur while Japanese staff are not available.

(3) Cooperation with Other ODA Projects

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

In order to enhance the ability of civil servants for contribution to the socio-economic development, it is essential to cooperate with or be complemented by not only the JDS but also other programs. In this survey, it was discussed with six JICA experts, including experts from Ministry of Planning and Finance, Ministry of Development and Institutional Reform, Ministry of Commerce and Industry, and Chief Advisor of “Capability Improvement Project Phase II at UNTL Faculty of Engineering,” and agreed on cooperation for collaboration between projects. In addition to this, it was proposed that the list of civil servants who participated in JICA's task-specific training and country-specific training in the past will also be shared from the JICA Office as potential candidates for JDS.

(4) Strategic Recruiting Activities

In order to achieve the goal of JDS project, acquisition of excellent JDS fellows is a prerequisite. However, it is estimated that it is not easy to secure eight JDS fellows each year. Through the survey, it was confirmed that there are not so many civil servant with high English ability and research ability. Moreover, the JICA Timor-Leste Office commented that it was difficult to acquire candidates of JICA long term trainees through the experience of the recruitment activities. On the other hand, according to the opinions of Timorese civil servants currently studying in Japan with the JICA project, in case Timorese wish to study overseas, Indonesia, Portuguese speaking countries, and English-speaking countries are considered as first candidate countries. The reason why Japan is not considered as the first candidate is because many Timorese misunderstand that Japanese language ability is essential for studying in Japan.

Therefore, in order to gather many talented applicants from major target organizations, it is important to engage in strategic recruitment activities. Based on previous experience in starting up JDS project in new countries, the low recognition of JDS in the initial year means that few people know what the JDS project is, resulting in few candidates being ensured. It is necessary to promote in cooperation with the organizations such as the Embassy of Japan and JICA Timor-Leste office.

First of all, it is expected to dissemination of information of the project among ministries by building a relationship and gaining cooperation of the person in charge of the JDS project in each target organization. Many of applicants get information from JDS contact departments of each organization. In order to ensure that the information will be distributed to candidates, it is most important to build good relationships and cooperate with the person in charge of JDS of each organization. It is essential to conduct steady promotion activities by visiting major government organization to get well recognition on JDS project.

In addition to introducing the attractiveness of the university, different approach is also necessary in order to get interest in studying abroad in Japan. In terms of recognizing of studying abroad in Japan among other countries, Japanese universities international competitiveness and popularity are low since they are not ranked higher in global university rankings such as Times Higher Education (THE) and Quacquarelli Symonds (QS). In the academic field, it is generally thought that Japanese universities have strengths in engineering systems though social science which JDS mainly focus on is not thought that there is a strength.

The implementing agent must demonstrate the advantages of JDS to the person in charge of each main target organization. JDS is the project targeting civil servants, and which is a human resource development program befitting Timorese development challenges. And also JDS is a program that will contribute to the nation's medium- to long-term growth, and each accepting university is designated as project partner. JDS delivers value-added by providing curriculum more suitable to

the country through a special program in addition to existing programs, comprehensive instruction and accepting systems are in place; and provide extensive support such as periodic monitoring for JDS fellows throughout the stay in Japan. Another appeal point would be the fact that JDS enables each fellow to learn about Japan's development experience through the JICA Program with Universities for Development Studies (JProUD),” currently worked on by JICA, in addition to engaging in research in his/her specialized area. It should probably be effective to widely publicize that Timor-Leste's parliament members and high-ranked civil servants include persons who have experienced studying abroad in Japan and to raise the brand appeal of the program for studying in Japan.

It is encouraged to engage in recruitment activities in ways that distribute relevant information to an increased number of potential candidates by using various access channels in consideration of the points discussed above. It will be also effective to communicate the appeal of JDS by conducting public relations activities with the use of press releases and media such as SNSs and collaborating with JICA experts and relevant institutions equipped with broad human networks such as former JICA trainee reunion associations.

(5) Expand Target Groups

As a result of interviews, it was confirmed that there is a high need from all organizations in the JDS priority areas and development issue decided at the preparatory survey. Also many organizations emphasized the importance of human resource development among the development issue, especially “Improvement of Public Administration and Legal System” which is a field of public administration. Among the other development issue, it was confirmed high interest from various ministries, such as “Improvement of service Delivery (Health/Education) from the Ministry of Health, and Ministry of Education and Culture, “Rural and Industrial Development” from Ministry of Tourism, and Ministry of Agriculture and Fisheries, and “Improvement of Transportation/Urban Environment Development” from Ministry of Development and Institutional Reform.

Furthermore, some ministries requested not only for master's program but also for Ph.D. degree course on JDS project. Since it is the first phase this time in Timor-Leste, it was decided to target only 8 people for master degree course. However, as Timor-Leste side expects to increase number of slot and Ph.D. course are provided in the other JDS implementing countries, it is important to grasp needs continuously in Timor-Leste as well.

On the other hand, it was confirmed that there are needs to consider expansion of target groups in order to get more probable applicants. Through the survey, it become evident not only there are high needs on each development issue but also there are few civil servant who has high English and research proficiency. Therefore, it will be required to conduct strategic recruitment activities and also mitigate application requirements in an appropriate range by expanding target applicant in order to ensure 8 JDS fellows every year.

Through the survey, it was agreed on including UNTL faculty members as target groups for recruiting which was not expected at the beginning as there are many faculty members who have appointed to cabinet minister, engaged in formulation of SDP and implemented scientific research projects, etc. Also, there were requests from many ministries to mitigate application requirements, including non-permanent civil servants by setting certain period of reinstatement of work.

It is considerable to mitigate eligibility since there are request from Timor-Leste side. The president of UNTL that revealed that 95% of faculty members had already obtained a Master's degree, and many had obtained this degree at an overseas university. The general application criteria for JDS states that applicants who have previously obtained a Master degree with an overseas scholarship cannot apply. Therefore, if UNTL faculty members are to be included as eligible for recruitment with the aim of increasing the number of applicants, it is also necessary to consider mitigation of application requirements. It is also likely that permanent civil servants who have obtained an overseas scholarship in the past are talented. Therefore it is possible to expect to find excellent candidate by mitigating the eligibility.

However, by mitigating the application requirements, it is necessary not to lose sight of the project purpose of the JDS originally. Increasing the number of successful applicants of UNTL easily distorts the main purpose of JDS, nurturing government officials in charge of planning social and economic policies, making it impossible to differentiate from the other Japanese government scholarship program and JICA long term trainee project. It is necessary to operate the project with a notion that these applicants of UNTL are not be the main target of JDS project while expecting certain applications from UNTL. In order to secure an adequate number of applicants, the most appropriate application requirements for Timor-Leste need to be carefully discussed with the Operating Committee members based on the concept of keeping the main targets as permanent civil servant.

(6) Necessity of Extensive Support for JDS Fellows

In addition to the strategic recruitment activities and expansion of target candidates mentioned above, it is also required to make a program to achieve the high study completion rates of JDS fellow from Timor-Leste. To that end, various assistance by the implementing agent and accepting university is important for raising the abilities of JDS fellows. While accepting universities determined based on strict screening of acceptance proposals appear to be fully aware of the low overall ability of Timorese civil servant, forcibly letting candidates who do not meet the accepting university's entrance standards in terms of ability pass could also greatly affect study completion rates.

Therefore, support for the JDS fellows after their arrival in Japan by implementing agent will be required. In JDS, it is a major feature that JDS fellows can receive consistent support after coming to Japan, and it is also a great merit. In addition to requesting the placement of teaching assistants using Special Program, coordinator of implementing agent need to carefully monitoring the status

of students while taking care to avoid a lack of communication between JDS fellows and faculty of accepting university.

Also, it is important not to force candidates to pass who do not meet the requirement of accepting universities. In Timor-Leste like other countries, it is important to support candidates in order to be able to pass and enter the accepting universities by providing writing interview test preparation during the selection process. In other countries where the project is being implemented, such as Myanmar and Tadjikistan, candidates take Pre-English training before the English test in order to raise the standards for English proficiency amongst candidates during the JDS selection process.

In order to achieve a high study completion rate, it is necessary to request accepting universities to hold pre-departure program before coming to Japan using Special Program and to provide pre-departure English training with the support of INAP, an institution involved in civil servant training. With these additional program, it is expected to achieve a high completion rate after entrance to the university.

(7) Necessity of Enrichment Program

From the ministries and agencies the survey team visited during the field survey, they proposed that it will be useful if internships are realized in ministries and agencies and private companies, etc. during the two-year stay in Japan. In terms of capacity building of JDS fellows and building human relationship which is a basis for good bilateral relations, and differentiation from other scholarship programs, further effort should be promoted for this kind of engagement which added value is expected. Then, with regards to the utilization of special program expenses it is necessary not only to ask the accepting universities but to examine other mechanisms that can be used which are more in line with the intentions of JICA.

(8) Need of Japanese Language

Not only INAP but also many organization expects JDS fellows learn the harmony of discipline, labor ethics, economic development and cultural protection through interaction with Japanese and Japanese society during the period of study abroad in Japan.

Acquiring knowledge of the Japanese language is helpful to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Timor-Leste in the future. Even though they stay in Japan for two years, this is not enough to deepen their understanding of the Japanese and Japanese culture. This isn't a problem if the project only has the purpose of acquiring knowledge in a specialized academic field, but if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that teaches Japanese language and promotes an understanding of Japanese culture.

Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is essential to provide

opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

(9) Networking, Establishment of a Follow-Up Scheme and Roles of Implementing Agent

Measures to be implemented during students' stay in Japan to aid in post-return follow-up

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

Currently, implementation agent in target countries for the JDS project has been supporting the establishment of alumni associations and holding other events in order to strengthen organizations for JDS returned fellows. However, once again increasing the loyalty of JDS returned fellows whose relationship with Japan has been cut off after a certain period of time requires additional time and costs, and is not always efficient.

Accordingly, measures for students while they are in Japan and measures for post-return follow-up that are unified and seamless need to be investigated.

Follow-up Measures Implemented after the JDS fellows Return Home

In order to conduct continuous follow-up, it is important to support operations and enhance follow-up content by Japanese side. In order to maintain and improve loyalty to Japan, it is key to learn Australia Award's activity and cooperate with Japanese Alumni Association which composed of Japanese Government Scholarship Students and JICA long-term Trainees. In particular, over the several years until activities come into full swing, Japan is anticipated to support funding and facilitate activities.

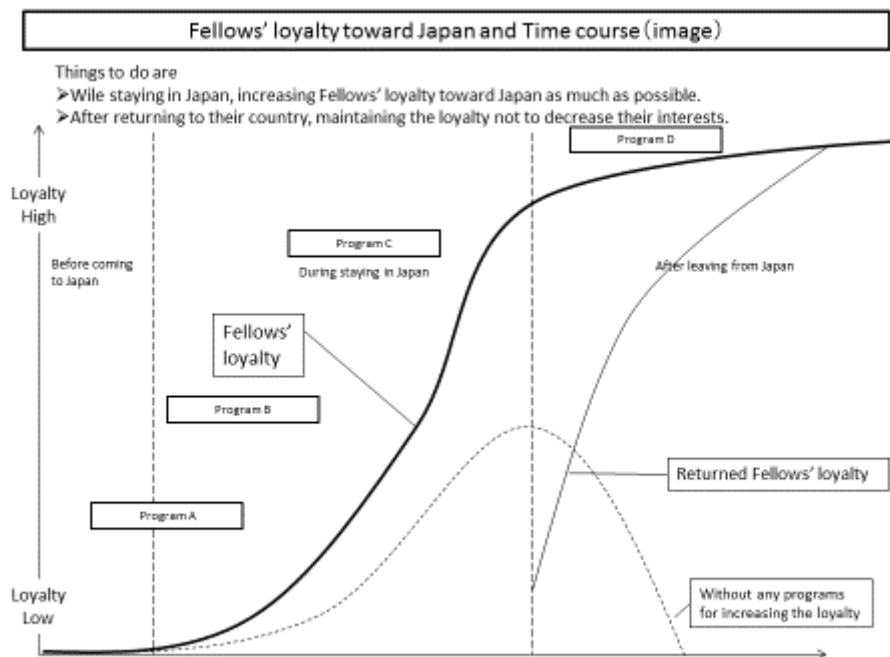


Figure 12: Fellows' Royalty toward Japan and Time Course (Image)

Networking with Japanese Government Officers

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

The network formulated by these measures is practical for the fellows' operations after they return home, giving an incentive to the students to maintain such network and therefore it is expected to establish a continuous relationship.

Roles to be Performed by the Implementing Agent

Role as a Mediator

The JDS fellows formulate a network with various Japanese people during their stay in Japan. However, it is not easy to meet an appropriate person only by establishing a personal relationship

between individuals and such network merely connects a point with a point, having only a sporadic effect. For this reason, the implementation agent is expected to function as a mediator between the JDS fellows and the Japanese ministries and the persons concerned with ODA. It is expected that the implementation agent will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements.

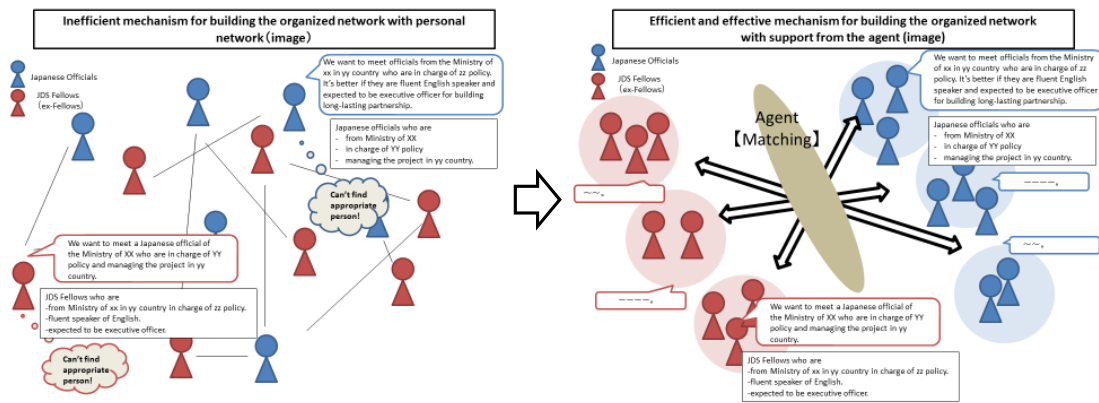


Figure 13: Roles as a Mediator by the Implementing Agent

Firm Network Foundation with JDS Fellows

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

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

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

Network Foundation with the Japanese Ministries

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

independently, the degree of recognition of the JDS project by the persons concerned with the Japanese ministries is very low³³. However, the importance of a network with the JDS students is high for the persons concerned with the Japanese ministries. For example, in terms of the infrastructure export, human resource development is considered to form the basis of all measures taken for the infrastructure export and its many-sided significance was also pointed out by the Ministerial Meeting on Strategy relating to Infrastructure Export and Economic Cooperation³⁴.

It is important to let Japanese ministries to know that there are Timorese civil servants in Japan who are related to Japanese projects in Timor-Leste, there are returned fellows engaging important roll on the diplomacy and economics, and also there is a convenient network constructed by implementing agent.

For this reason, the implementation agent is expected to have a network with, and the ability to transmit information to, not only the persons concerned with ODA but also the Japanese ministries.

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

(10) Gender Consideration

This preparatory survey was conducted based on JICA Guidelines on Gender, taking into consideration public policy in Timor-Leste on gender as well as initiatives for gender consideration in civil servant policies and its systems. The results of this survey indicated that gender consideration is required for JDS project in this country.

This project will start from around July 2018. When determining the overall policy of the 2018 project at the first Operating Committee Meeting, policies and methods for promoting the participation of women in JDS project needs to be considered based on the results of this preparatory survey, and collaboration and agreements with related Timorese parties established. In particular, in order to recruit female candidates, it is important to take note of methods used in other JDS countries such as Nepal mentioning “Female Applicants are welcome” in the promotion tools, and Tadjhikistan holding recruitment workshops for female only, and to consider measures taking local donor initiatives and the opinions of JDS stakeholders into account.

The Secretary State of Gender Equality and Social Inclusion (SEGIS), commented that they would like to actively produce many female international students. Although few female civil servants from Timor-Leste have experience studying at Japanese university, it is expected such female students will be highly active going forward. In promoting recruitment for JDS project, it is considered to request female civil servants who have studied in Japan to attend recruiting sessions and share their experiences. It is important to make it easier for female civil servant to

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

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

apply by having them listen to such experiences and so that as many female civil servants as possible become interested in studying in Japan with JDS project and can gain a concrete image of their life during studying abroad and after returning home.

Our aim is secure a certain number of applications from female civil servant in Timor-Leste and produce human resources that can become role models for the active involvement of female civil servant by means of their career paths after returning home country. In addition, if female JDS fellows from targeted ministries in Timor-Leste could be stably secured, it is highly possible to form critical mass with only female civil servants in the future. This make possibility by the fact that the study abroad project is still in the developing stages compared to neighboring countries.

3-6. Conclusion

In this preparatory survey, the team reorganized the priority development issues of the country based on National Development Plan of Timor-Leste and Japan's country assistance policy, and gained agreement on the framework of JDS while considering the purpose and features of JDS and the political and social background and situation of Timor-Leste. Also, the survey have conducted to investigate the roles and positioning of each organization, the needs of human resources development, and the presence or absence of potential candidates, etc. Based on the results of survey, the JDS scale as a 4 batches in one package, priority area, development issue, accepting universities and number of candidate were settled. Accordingly, it is highly valid to implement the JDS project in Timor-Leste and adequate with its significance. Furthermore, INAP, the co-chair of the Operating Committee, is a central organization of the nation's civil service system, and has influence on each government agency's personnel affairs, and CSC is the central organization of civil servant system and in charge of human resource of each government organization, meaning the country's relevant platform is a solid and encouraging one. It is expected to obtain advice from Timor-Leste side on effective promotion of the project and operation of civil service system after JDS fellows return. One achievement from the survey in question was the fact that it was confirmed that the cooperation for acquiring high-quality candidates from JICA experts with the cooperation of the JICA Timor-Leste office was verified.

Furthermore, it is possible to expect the possibility of achieving the purpose of JDS project at an early stage. In other donor scholarship projects, such as Australia and New Zealand, which have implemented scholarship programs in the country for many years, the overall level of English proficiency amongst civil servant doesn't meet the requirements, and it has resulted in very few civil servants being successful. The number of civil servants with experience studying abroad is limited. Therefore, it is estimated that there are many capable civil servants who are not able to get opportunity to study abroad because of English proficiency which does not have opportunity to use English in their job. It is very likely that returning JDS fellows will promote in the government, creating a critical mass. Civil servants returning from the KOICA Scholarship Program, which only targets civil servant, was appointed as the National Director of the Ministry

for Development and Institutional Reform, indicating that the project has already been a success.

Because of lack of ability required for studying abroad for civil servant, there are not enough investment from other countries on human resource development in Timor-Leste. Therefore, there are possibility that JDS fellows will be expected to be promoted after their return. It is likely that the findings obtained through studying in Japan with JDS project will be highly evaluated such as in Kyrgyzstan, with even young officer being appointed to important posts upon returning to homer country.

Moreover, it can be expected that JDS project will support Timor-Leste to join ASEAN member. For civil servant in Timor-Leste, there are very few opportunity to make a network with other ASEAN countries because of luck of opportunity to study abroad. Timor-Leste is aiming to join ASEAN for the early accession, and Japan supports it. For Timor-Leste JDS project must be attractive program providing the exchange opportunity with JDS fellows from other ASEAN countries while studying in Japan, and obtain information on the national plan and economic policy of each ASEAN country. That is why it is meaningful to implement JDS project into the country. And it can be expected that JDS returned fellows will be promoted in the government and create critical masses by using network with JDS fellows from other ASEAN countries.

The JDS project started accepting fellows since 2000, and up to now the total number of implementing countries has reached 15 countries. The JDS project is recognized as a successful project with the cooperation of stakeholders of each country. In the recommendation of JICA Basic Research mentioned above, it is stated that “Continuation of JDS is important in order to foster relationships and trust with the partner governments and strengthen diplomatic relations”. Although JDS project is the project for human resource development and it is based on a long-term perspective, and it takes time to see the outcomes. However, as mentioned above, in Timor-Leste there is a possibility of early project achievement. It can be expected that the number of JDS fellows will steadily increase and JDS returned fellows become the core of the central and local governments by forming a critical mass. It is a great accomplishment of this survey to ensure the fact that the JDS project will be further improved and developed through future active cooperation and efforts of relevant parties of both countries.

End

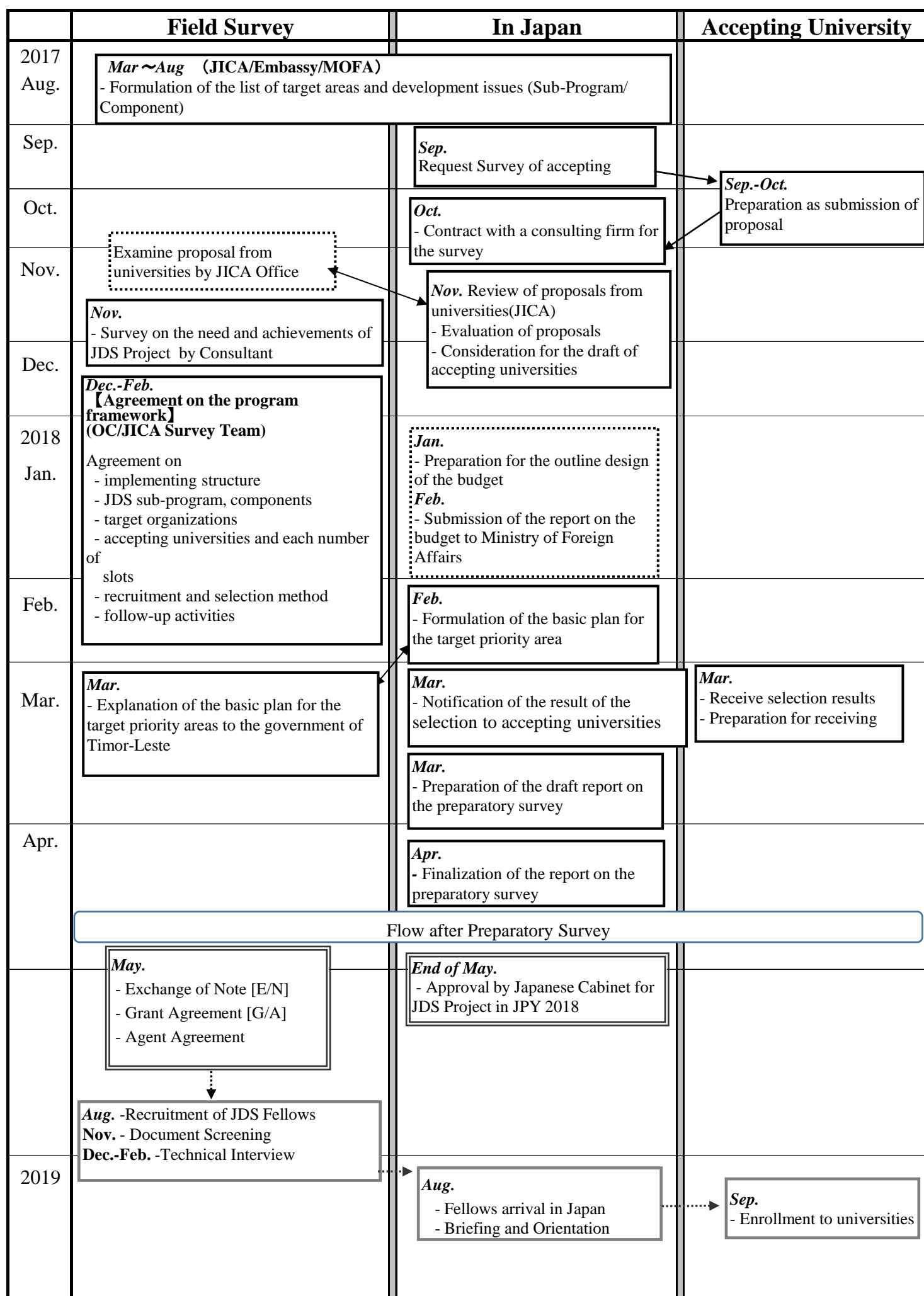
List of Appendixes

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

Member List of the Survey Team

Name	Assigned Work	Organization and Position
Mr. Shintaro TAKANO	Leader	Deputy Director Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA
<Consultants>		
Mr. Tsuyoshi SHIONOYA	Human Resource Development Planning	Managing Director International Student Programs Department I, JICE
Mr. Junichi YAMAZAKI	Overseas Study Planning	Program Manager International Student Programs Division, International Student Programs Department I, JICE
Ms. Yuko HIGASHI	Needs Study	International Student Programs Division, International Student Programs Department I, JICE

Flowchart of the Preparatory Survey for JDS



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

List of contact Persons

1. Discussion on the Minutes

Date and Time	Contact Person	Remarks
November 27 th (Mon), 2017 9:00-10:00	<ul style="list-style-type: none"> ■ JICA Timor-Leste Office - Mr. Masafumi Nagaishi, Chief Representative - Mr. Hideki Matsumoto, Senior Representative - Ms. Ikumi Ogiwari, Project Formulation Advisor 	Discussion with the Operating Committee Members
November 27 th (Mon), 10:30-11:00	<ul style="list-style-type: none"> ■ Embassy of Japan in Timor-Leste - Ms. Naoko Tasaka, First Secretary - Ms. Mizuho Fujimura, Second Secretary 	
November 29 th (Wed), 11:00-12:00	<ul style="list-style-type: none"> ■ INAP - Mr. Agostinho Letencio de Deus, Director General 	
November 30 th (Thu), 10:00-11:00	<ul style="list-style-type: none"> ■ Civil Service Commission - Mr. Jose Telo Cristovao, Commissioner for training affairs - Ms. Maria Samento, Executive Secretary - Mr. Francisco 	
December 1 st (Fri), 8:30-9:00	<ul style="list-style-type: none"> ■ Ministry of Education and Culture - Mr. Antoninho Pires, Director General of Corporate Service 	
December 1 st (Fri), 16:30-17:00	<ul style="list-style-type: none"> ■ Embassy of Japan in Timor-Leste - Mr. Minami Hiroshi, Ambassador - Ms. Naoko Tasaka, First Secretary - Ms. Mizuho Fujimura, Second Secretary - Mr. Shingo Higashimoto, Counsellor 	
December 1 st (Fri), 17:30-18:00	<ul style="list-style-type: none"> ■ JICA Timor-Leste Office - Mr. Masafumi Nagaishi, Chief Representative - Mr. Hideki Matsumoto, Senior Representative - Ms. Ikumi Ogiwari, Project Formulation Advisor 	
December 1 st (Fri), 18:30-19:00	<ul style="list-style-type: none"> ■ INAP - Mr. Agostinho Letencio de Deus, Director General 	
December 6 th (Wed), 16:00-16:30	<ul style="list-style-type: none"> ■ INAP - Mr. Agostinho Letencio de Deus, Director General 	

February 26 th (Mon), 9:00-10:00	<ul style="list-style-type: none"> ■ INAP - Mr. Agostinho Letencio de Deus, Director General 	Discussion with the Operating Committee Members
February 26 th (Mon), 11:00-12:00	<ul style="list-style-type: none"> ■ JICA Timor-Leste Office - Mr. Masafumi Nagaishi, Chief Representative - Mr. Hideki Matsumoto, Senior Representative - Ms. Ikumi Ogiwari, Project Formulation Advisor 	
February 27 th (Tue), 11:00-11:30	<ul style="list-style-type: none"> ■ Ministry of Education and Culture - Mr. Antoninho Pires, Director General of Corporate Service 	
February 27 th (Tue), 14:30-15:00	<ul style="list-style-type: none"> ■ Civil Service Commission - Mr. Jose Telo Soares Cristovao, Commissioner - Mr. Francisco 	
March 1 st (Thu), 10:00-11:00	<ul style="list-style-type: none"> ■ INAP - Mr. Agostinho Letencio de Deus, MAP, Director General 	
March 5 th (Mon), 14:30-15:00	<ul style="list-style-type: none"> ■ Embassy of Japan in Timor-Leste - Mr. Minami Hiroshi, Ambassador - Ms. Naoko Tasaka, First Secretary - Ms. Mizuho Fujimura, Second Secretary - Mr. Shingo Higashimoto, Counsellor 	
March 7 th (Wed), 9:00-10:00	<ul style="list-style-type: none"> ■ JICA Timor-Leste Office - Mr. Masafumi Nagaishi, Chief Representative - Mr. Hideki Matsumoto, Senior Representative - Ms. Ikumi Ogiwari, Project Formulation Advisor 	

2. Visit to expected Target Organizations

Date and Time	Contact Person	Remarks
November 27 th (Mon), 15:00-16:00	<ul style="list-style-type: none"> ■ National University of East Timor (UNTL) - Professor Doutor Francisco Miguel Martins, M. Mum 	Expected Target Organization
November 30 th (Thu), 9:00-9:30	<ul style="list-style-type: none"> ■ Ministry of Health - Mr. Maximiano Neno, National Director for Human Resources 	
November 30 th (Thu), 15:00-15:30	<ul style="list-style-type: none"> ■ Ministry of Tourism - Mr. Edmundo, National Director for Plan and Development of Tourism 	
December 1 st (Fri), 8:30-9:00	<ul style="list-style-type: none"> ■ Minister of State Administration - H.E. Doctor Valentim Ximenes 	

December 1 st (Fri), 11:00-11:30	<ul style="list-style-type: none"> ■ Ministry of Foreign Affairs and Cooperation - Mr. Ivens Gusmao de Sousa, Officer for Director for North Asia, Central, South and Far East 	Expected Target Organization
December 4 th (Mon), 9:00-9:30	<ul style="list-style-type: none"> ■ Ministry of Development and Institutional Reform - Mr. Jose L.C.C. Pereira Mestre, Secretary General - Mr. Celso M.H. Dacosta Oliveira, National Director for HR - Mr. Jacinto dos Santos 	
December 4 th (Mon), 10:30-11:00	<ul style="list-style-type: none"> ■ Ministry of Agriculture and Fisheries - Mr. Pedro Barreto, National Director of HR - Ms. Ermezinda da Costa 	
December 5 th (Tue), 8:30-9:00	<ul style="list-style-type: none"> ■ Ministry of State Administration - Department of Human Resource 	
December 5 th (Tue), 9:00-9:30	<ul style="list-style-type: none"> ■ Dili Municipality - Unknown 	
December 5 th (Tue), 10:00-10:30	<ul style="list-style-type: none"> ■ Ministry of Trade and Industry - Mr. Luis de Jesus, National Director of HR - Mr. Mario Filipe, Staff of HR 	
December 5 th (Tue), 11:00-11:30	<ul style="list-style-type: none"> ■ Ministry of Justice - Mr. Crisogno da Costa Neto, National Director of HR - Mr. Salvador, Chief of HR 	
December 5 th (Tue), 15:00-15:30	<ul style="list-style-type: none"> ■ Institute of Petroleum and Geology - Mr. Helio Casimiro Guterres, President - Mr. Eugenio Soares, Director of Geo Hazard 	
December 6 th (Wed), 9:00-9:30	<ul style="list-style-type: none"> ■ Ministry of Planning and Finance - Ms. Felicia de Carvalho 	
December 6 th (Wed), 9:30-10:00	<ul style="list-style-type: none"> ■ Ministry of Mineral Resources - Mr. Jaime Mesquita, National Director of HR - Ms. Ana Incinda, National Director of HR 	
December 6 th (Wed), 10:30-11:00	<ul style="list-style-type: none"> ■ Secretary State of Youth and Labor - Ms. Domingas da Silva, National Director of HR 	

December 6 th (Wed), 14:00-14:30	<ul style="list-style-type: none"> ■ Office of Prime Minister - Ms. Salviana Maria da Graca, Chief Department of Supply and Logistics 	
December 6 th (Wed), 15:00-15:30	<ul style="list-style-type: none"> ■ Ministry of Defense - Mr. Nuno Carvalho dos Santos, Director of HR - Mr. Lidio Bento Ximenes 	
February 26 th (Mon), 15:00-15:30	<ul style="list-style-type: none"> ■ Ministry of Development and Institutional Reform, Building Section - Mr. Rui de Sausa, National Director 	
February 26 th (Mon), 16:00-16:30	<ul style="list-style-type: none"> ■ Major Project Secretariat (MPS) - Mr. Krispin Rego Fernandes, Director 	
February 28 th (Wed), 11:00-12:00	<ul style="list-style-type: none"> ■ Human Capital Development Fund - Mr. Ismenio Martins da Silva, Secretary - Ms. Leila Carceres dos Santos, Coordinator 	
February 28 th (Wed), 14:00-14:30	<ul style="list-style-type: none"> ■ Ministry of Development and Institutional Reform, Water Section ■ Mr. Rui de Sausa, National Director 	
March 2 nd (Fri), 15:00-15:30	<ul style="list-style-type: none"> ■ Ministry of Foreign Affairs and Cooperation - H.E. Mr. Isilio Coelho da Silva, General Director of Bilateral Issues 	
March 5 th (Mon), 9:00-10:00	<ul style="list-style-type: none"> ■ Ministry of Public Construction, Transportation and Communication - Mr. Joanico Goncalves, National Director of Transport and Communication 	
March 6 th (Tue), 15:00-16:00	<ul style="list-style-type: none"> ■ UNTL Hera Campus - Dr. Rubem Jeronimo Freitas, Dean - Mr. Atsushi Takahashi, Project Coordinator 	
March 12 th (Mon), 9:30-10:00	<ul style="list-style-type: none"> ■ Ministry of Tourism - Mr. Leandro de Sena, National director of HR 	
March 12 th (Mon), 10:30-11:00	<ul style="list-style-type: none"> ■ Ministry of Health ■ Ms. Tomasia, National Director of HR 	
March 13 th (Tue), 9:30-10:00	<ul style="list-style-type: none"> ■ ANATL - Mr. Romualdo A.S da Silva, President - Mr. Verissimo Nai Sai, Member Board of ANATL 	
March 13 th	<ul style="list-style-type: none"> ■ Secretary State for the Support and Socio-Economic 	

(Tue), 11:30-12:00	<p>Promotion of Women</p> <ul style="list-style-type: none"> - Ms. Joana Maria da Graca Maia, Cabinet of Administration and Finance - Ms. Laura Menezes Lopes, Secretary 	
March 13 th (Tue), 13:30-14:00	<ul style="list-style-type: none"> ■ Office of Presidency - Mr. Anselmo Vitor Ximenes, National Director of HP 	
March 15 th (Thu), 15:00-16:30	<ul style="list-style-type: none"> ■ Ministry of Development and Institutional Reform - Mr. Celso M.H. Dacosta Oliveira, National Director for HR - Mr. Jacinto dos Santos 	

3. Visit to Other Organizations

Date and Time	Contact Person	Remarks
November 27 th (Mon), 17:00-18:00	<ul style="list-style-type: none"> ■ Japanese Alumni member - Mr. Rui Manuel, Lecture of UNTL Hera Campus 	Information concerning civil servant and study abroad in Timor-Leste
November 29 th (Wed), 14:00-15:00	<ul style="list-style-type: none"> ■ Ministry of Development and Institutional Reform - Mr. Ochi (JICA Expert) 	Information concerning
November 29 th (Wed), 16:00-17:00	<ul style="list-style-type: none"> ■ Ministry of Planning and Finance - Mr. Ouchi Akira, Advisor (JICA Expert) 	Human Resource in Timor-Leste
December 1 st (Fri), 19:00-22:00	<ul style="list-style-type: none"> ■ Japanese Alumni Member - Mr. Victor da Conceicao Soares (Nagaoka Technical University/2004), UNTL Lecturer - Mr. Rui Manuel de Oliveira (Gifu university/2007), UNTL Lecturer - Mr. Cancio Monteiro (Gifu University/2011), UNTL Lecturer - Mr. Hugo da Costa Ximenes (Yamaguchi University/2015), UNTL Researcher and teaching staff 	
February 28 th (Wed), 15:00-15:30	<ul style="list-style-type: none"> ■ Australia Aid - Ms. Sue Smith, Team Leader - Ms. Anita Delany, English Language Specialist Deputy Team Leader 	Organizations related to scholarship program in
February 28 th	<ul style="list-style-type: none"> ■ New Zealand Aid 	Timor-Leste

(Wed), 16:15-17:00	<ul style="list-style-type: none"> - Mr. Augusto Ferreira Soares, Development Program Coordinator 	
March 1 st (Thu), 14:00-14:30	<ul style="list-style-type: none"> ■ Ministry of Development and Institutional Reform (Water Section) - Mr. Toshiaki Sakurai, Water supply Improvement Adviser (JICA Expert) 	Information concerning civil servant and study abroad in Timor-Leste
March 2 nd (Fri), 10:00-10:30	<ul style="list-style-type: none"> ■ KOICA - Mr. Osia R. da C. Salu, Program Coordinator for Development Assistance 	Organizations related to scholarship program in Timor-Leste
March 5 th (Mon), 18:00-20:00	<ul style="list-style-type: none"> ■ Japanese Alumni member, and current student studying abroad - Mr. Francisco Soares (Waseda University/2017), Ministry of State Administration - Ms. Emiliana Soares (Waseda University/2017-), Ministry of State Administration 	Information concerning Human Resource in Timor-Leste
March 6 th (Tue), 9:00-9:30	<ul style="list-style-type: none"> ■ US Aid - Mr. Candido da Conceicao, Project Management Specialist, Economic Growth Program 	Organizations related to scholarship program in Timor-Leste
March 9 th (Fri) 11:00-11:30	<ul style="list-style-type: none"> ■ Embassy of Brazil - Mr. Saul Sarmento, Technical Assistance of Cooperation 	Information concerning scholarship program in Timor-Leste
March 16 th (Fri), 18:00-20:30	<ul style="list-style-type: none"> ■ Japanese Alumni Gathering - Mr. Cancio Monteiro (Gifu University/2011), UNTL Lecturer, Coordinator for the establishment of the Alumni association 	Information concerning Alumni activity



MINISTÉRIO DA
ADMINISTRAÇÃO
ESTATAL

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

Reference is made to the Minutes of Discussions dated December 1st, 2017 between the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and Government of the Democratic Republic of Timor-Leste (hereinafter referred to as “Timor-Leste”), on the Project for Human Resource Development Scholarship (hereinafter referred to as “the JDS Project”) (ANNEX 1). The said Minutes of Discussions signed between Shintaro TAKANO, Leader, Preparatory Survey Team (hereinafter referred to as “the Team”), JICA and Agostinho Letencio de Deus, Director General, National Institute of Public Administration (hereafter referred to as “INAP”), Timor-Leste, agreed on the objective of the JDS Project, basic framework of the JDS Project such as implementing coordination and target areas of the JDS project.

Following to the above discussions, the Team was dispatched to Dili from February 24th to March 14th, 2018. The Team held a series of discussions with the Timor-Leste side including maximum number of JDS Fellows, Accepting Universities and Supposed Numbers of JDS Fellows per University, Target Organizations and Pre-departure English Training of the JDS Project and confirmation of further process to start the JDS Project, which the Exchange of Notes and the Grant Agreement need to be concluded between the government of Japan and Timor-Leste.

The Team and INAP on behalf of Timor-Leste side reached an agreement on the above discussion and the agreement was approved by His Excellency Minister of State Administration, Doutor Valentim Ximenes and Chief Representative of JICA Timor-Leste, Masafumi NAGAISHI.

The Team and INAP on behalf of Timor-Leste side confirmed to make efforts for the smooth implementation of the above mentioned process.

Dili, April 11, 2018

Approved by

Masafumi NAGAISHI
Chief Representative
JICA Timor-Leste Office

Approved by



His Excellency Doutor Valentim Ximenes
Minister of State Administration
The Democratic Republic of Timor-Leste

I. Framework of the JDS Project

1. Maximum Number of JDS Fellows

The total number of JDS Fellows for the first batch in Japanese fiscal year 2019, shall be at eight (8) and this number would indicate the maximum number per batch for four batches.

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

Based on the discussion held between the both parties, it was agreed that the educational programs of the following universities and graduate schools (GS) for master's program are suitable to the needs in Timor-Leste.

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

Priority Area as Sub-Program 1 :

Improving Administrative Ability and Institution Building

Development Issue as Component

1-1 Improvement of Public Administration and Legal System

Accepting University

- Doshisha University, Graduate School of Global Studies (2 slots)

Development Issue as Component

1-2 Improvement of Service Delivery (Health / Education)

Accepting University

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

Priority Area as Sub-Program 2 :

Rural and Industrial Development

Development Issue as Component

2-1 Rural and Industrial Development

Accepting University

- Ritsumeikan Asia Pacific University, Graduate School of Asia Pacific Studies (2 slots)

Priority Area as Sub-Program 3 :

Improvement of Transportation / Urban Environment Development

Development Issue as Component

3-1 Improvement of Transportation / Urban Environment Development

Accepting University

- Nagoya University, Graduate School of Environmental Studies (2 slots)

3. Target Organizations

Both parties confirmed to include all ministries as the target organizations of JDS Project. The permanent civil servants mentioned in LAW No. 5/2009 APPROVES THE STATUE OF THE CIVIL SERVICE (First amendment to Law 8/2004) are eligible applicants. And also, permanent teaching staff from National University of Timor-Leste will be included as the eligible applicants (ANNEX 2).

II. Important Matters Discussed

1. Pre-departure English training

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.

2. Implementation Coordination

As agreed on the Minutes of Discussions dated December 1st, 2017, both parties confirmed again that the implementation coordination of the JDS Project is as follows.

(1) Implementing Organization

INAP is responsible for administrative matter of the JDS Project, and therefore INAP is regarded as the Implementing Organization.

(2) Operating Committee

The Committee is composed of the representatives from the following organizations.

Timor-Leste Side

- INAP(Co-chair)
- Ministry of Education
- Civil Service Commission

Japanese Side

- Embassy of Japan in Timor-Leste
- JICA Timor-Leste Office (Co-chair)

ANNEX 1: The Minutes of Discussions dated December 1st, 2017

ANNEX 2: Modified design of JDS Project for four batches



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

In response to a request from the Government of 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 Shintaro Takano, Deputy Director, Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA, to Dili from 25th November to 2nd December, 2017.

The Team held a series of discussions with the officials of the Government of Timor-Leste. The both parties reached further agreement on the JDS Project as attached hereto.

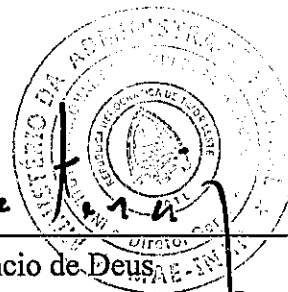
Dili, December 1, 2017

高野晋太郎

Shintaro TAKANO
Leader
Preparatory Survey Team
Japan International Cooperation Agency

A. Letencio

Agostinho Letencio de Deus
Director General
National Institute of Public Administration
The Democratic Republic of Timor-Leste



H

AS

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 2019 to 2022 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 government officials in Timor-Leste
- (3) To explain the outline of the JDS Project to senior government officials
- (4) To estimate overall costs of the first cycle, that is a period of four 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 government officials 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 under the Operating Guidelines

The Timor-Leste side confirmed that the JDS Project is implemented under the framework described in the “Operating Guidelines of the Project for Human Resource Development Scholarship (ANNEX 2)” and “Flowchart of JDS Timor-Leste (ANNEX 3)” including the following items.

2. Implementation Coordination

The both sides confirmed that the implementation coordination of the JDS Project is as follows.

(1) Implementing Organization

National Institute of Public Administration (hereinafter referred to as “INAP”) is responsible for administrative matter of the JDS Project, and therefore INAP is regarded as the Implementing Organization.



(2) Operating Committee (hereinafter referred to as "O/C")

The Committee is composed of the representatives from the following organizations.

Timor-Leste Side

- INAP(Co-chair)
- Ministry of Education
- Civil Service Commission

Japanese Side

- Embassy of Japan in Timor-Leste
- JICA Timor-Leste Office (Co-chair)

3. Target Areas of the JDS Project

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

Priority Area as Sub-Program 1 :

Improving Administrative Ability and Institution Building

Development Issue as Component

- 1-1 Improvement of Public Administration and Legal System
- 1-2 Improvement of Service Delivery (Health / Education)

Priority Area as Sub-Program 2 :

Rural and Industrial Development

Development Issue as Component

- 2-1 Rural and Industrial Development

Priority Area as Sub-Program 3 :

Improvement of Transportation / Urban Environment Development

Development Issue as Component

- 3-1 Improvement of Transportation / Urban Environment Development

(3) Target Organizations

Both side agreed to select the candidates of the JDS Project from permanent government officials mainly from the target organizations in accordance with the allocated Component mentioned above. The target organizations shall be finalized at the O/C meeting before starting recruitment based on the tentative list of target organizations (ANNEX 4).

4. Number of JDS Fellows

Both sides agreed that the total number of JDS Fellows for the first batch in Japanese fiscal year 2019 shall be determined after collecting information to estimate appropriate number of slots for Timor-Leste. Timor-Leste side requested that the number of slots shall be within the range between 8 and 10 to widely foster human resource development for government officials. The expected total number of slots for 4 batches shall be between 32 and 40.

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

Both sides agreed to determine the accepting Japanese universities after fixing the number of slots. Timor-Leste side agreed the Team select suitable universities based on eligibility of proposals to the target areas.

6. Basic Plan for Each Component

The Team explained a Basic Plan for each component (ANNEX 5), 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.

7. Monitoring and Evaluation

It was agreed that monitoring and evaluation of JDS graduates should be done actively by the Government of Timor-Leste for expanding their outcomes and human network. In order to understand the features of the JDS Project, the Team recommended conducting monitoring mission to Japan formed by O/C members in its early stage. Timor-Leste side welcomed to participate in the monitoring mission.

IV. Undertakings of the Project

Both sides confirmed the undertakings of the Project as described in Annex 6.

V. Other Matters Discussed

1. Pre-Departure English Training

In order to enhance the English skill of the candidates, INAP requested the JDS Project to provide Pre-Departure English Training. The team replied to consider the implementation of the training based on the necessity.

2. PhD Course

Timor-Leste side requested that the JDS Project would offer PhD course as well as master course with explaining the situation that the government officials who obtained PhD degree were quite few.

3. Eligible Applicants

Timor-Leste side requested the Team to solely target potential permanent government officials, who have worked for the government for more than two years and have commitment to work for the government after returning to Timor-Leste in a certain period, as eligible applicant.

In addition, Timor-Leste side requested to consider the existing master holders from other countries to be eligible applicant since they requires to be equipped with advanced knowledge and wide range of expertise.

4. Value-Added Programs

Timor-Leste side commented that leadership and management training will be especially welcomed for the JDS fellows from Timor-Leste. Timor-Leste side also expected the JDS Project to provide the opportunity to change the mindset of the civil servants as well as obtaining master degree in Japan.

5. Sharing with the Information with Civil Servants

The Team requested Civil Service Commission (hereinafter referred to as “CSC”), to share the information with the civil servants in Timor-Leste for the utilization of the survey. CSC accepted to provide the team with the information to conduct the better information of the Project.

6. Target Organizations

National University of East Timor (hereinafter referred to as “UNTL”), requested that teaching staff of UNTL should also be included as the eligible applicant in the JDS Project.

7. Industrial Development

Ministry of Tourism explained the Team that there are a lot of potential candidates in the ministry. Because the tourism is one of the promising industries in Timor-Leste under the Strategic Development Plan 2011-2030 which proclaims that the diversity of the industry in Timor-Leste is necessary.

8. Contribution by the Timor-Leste side

Senior officials that the Team met in the period of survey contributed to the decision from Timor-Leste side were 1) Minister of State Administration, 2) Civil Service Commissioner, 3) Rector of UNTL, 4) Secretary Executive of SCSC, 5) Director General of INAP and 6) some Director Nationals of Tourism, Health and Education.

ANNEX 1: Flowchart of the Preparatory Survey of JDS

ANNEX 2: Operating Guidelines of the Project for Human Resource Development Scholarship

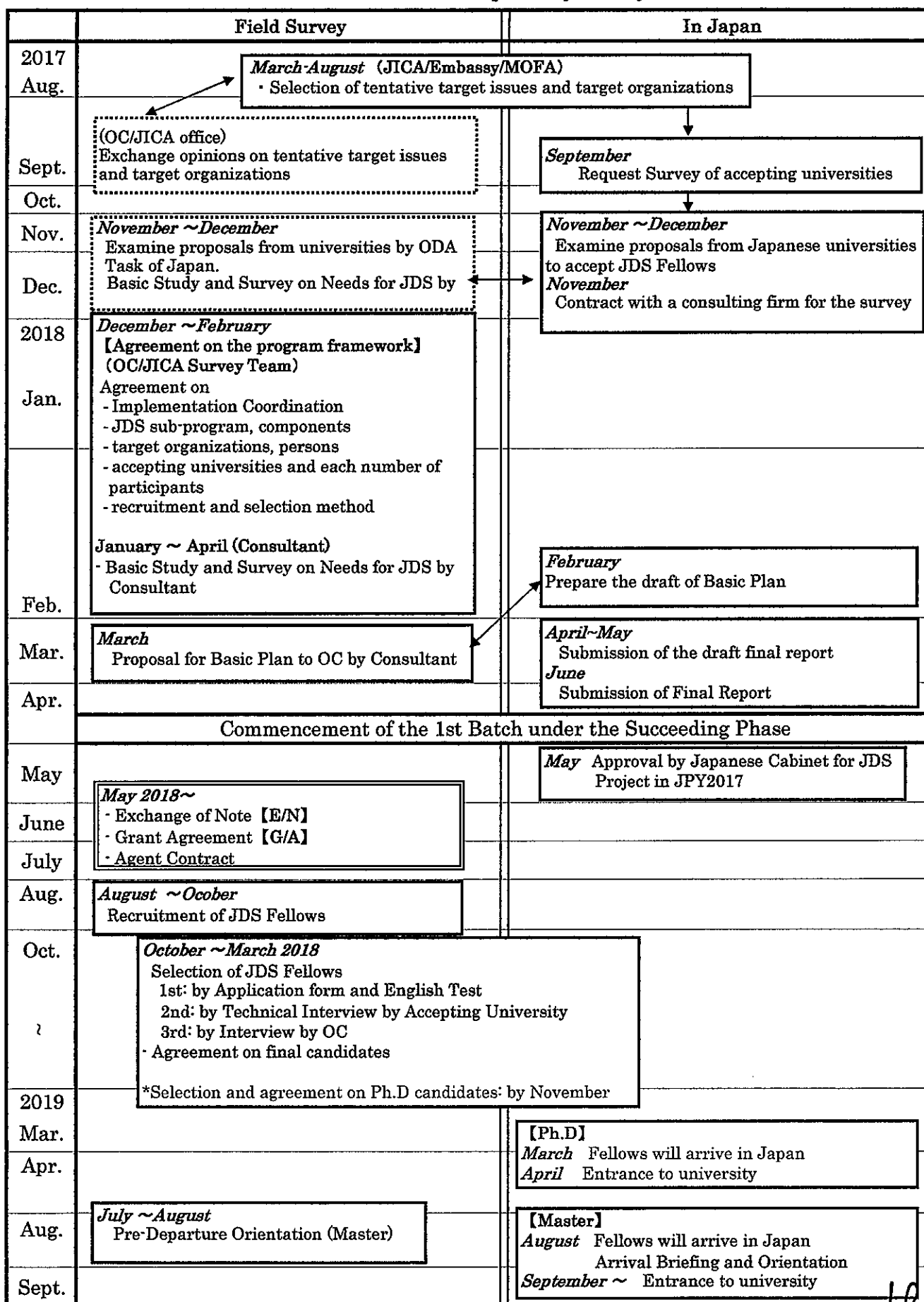
ANNEX 3: Flowchart of JDS Project (Draft)

ANNEX 4: Design of JDS Project for four batches (Draft)

ANNEX 5: JDS Basic Plan for the Component (Draft)

ANNEX 6: Undertakings of the Project

Flowchart of the Preparatory Survey



Operating Guidelines of the Project for Human Resource Development Scholarship by Japanese Grant Aid (JDS) under the New System

July, 2015

Japan International Cooperation Agency (JICA)

These operating guidelines apply to the Project for Human Resource Development Scholarship, which starts in/after Japanese fiscal Year 2015 under the New System.

PART 1 Basic Principles

1. Preface

The purpose of the Project for Human Resource Development Scholarship (hereinafter referred to as the “JDS”) is to support human resource development in developing countries that receive Japanese grant aid (hereinafter referred to as “recipient countries”) through accepting highly capable, young government officials and others, who are expected to engage in formulating and implementing social 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.

Many of the issues of developing countries cannot be solved through the efforts of these countries alone, and thus responses amid a framework of international cooperation are vital. Furthermore, these responses cannot be separated from the actual development sites that are constantly trying to find solutions. This is why the JDS Project is expected to develop human resources that are capable of tackling development issues within the framework of international cooperation, including actual development sites.

These guidelines prescribe general guiding principles which are to be followed regarding the operation of the JDS Project as a whole. They are to be based on the Exchange of Notes (hereinafter referred to as the “E/N”) concluded with the government of the recipient country when the Japanese government approves the implementation of grant aid (hereinafter referred to

as the “Grant”). Also, they are to be based on the Grant Agreement (hereinafter referred to as the “G/A”) concluded between the government of the recipient country when the Japan International Cooperation Agency (hereinafter referred to as “JICA”) provides funds.

2. Overview of the JDS Project

(1) Basic Concept

- (a) JDS is designed to foster exceptional human resources capable of working to resolve various development challenges in the recipient countries in future by imparting advanced expertise to JDS fellows through studying at Japanese universities. The recruitment, selection, and dispatch of JDS fellows shall be conducted based on mutual agreement of the concerned officials from recipient countries and Japan.
- (b) JDS contributes to strengthen the partnership between Japan and the recipient country by graduating a wide range of fellows who have deep understanding about Japan.
- (c) The courses offered by the JDS are basically master’s course with considering the applicability and duration of study, but limited number of doctor’s courses could be also offered when the proper needs for the human resource development in more advanced level as well as appropriate candidates are identified.
- (d) The language of study shall, in principle, be English. This is based on the recognition that efforts to solve the development issues that developing countries face are undertaken under international cooperation frameworks and on the assumption that ex-JDS fellows will be active on the international stage after their return to their home countries.
- (e) For the purpose of the JDS Project which is to support human resource development, targeting highly capable, young government officials and others who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries in future, the main fields of study are categorized in “Social Science” such as Law, Economics, Public Policy.

(2) JICA

JICA will perform necessary operations for the implementation of the JDS Project pursuant to international agreement in accordance with the relevant laws and ordinances of Japan.

(3) Implementing Organization

A designated authority of the government of the recipient countries shall take on a role of the Implementing Organization for JDS Project.

The Implementing Organization shall enter into contracts on the services for the JDS Project with an agent recommended by JICA.

(4) The Consistency with the Framework of Japan's County Assistance Policy

The priority fields of study shall be selected by each government of recipient countries and JICA among the study fields which are regarded as highly effective to cooperate in implementing the JDS Project, in a point of view that the JDS Project shall be consistent with the framework of Japan's Country Assistance Policy determined by the Ministry of Foreign Affairs of Japan.

(5) Japanese Accepting Universities

JICA shall enquire Japanese universities; about educational programs suitable to the recipient countries' needs in each priority fields of study and select universities which offer most suitable educational programs as prospective accepting universities. JICA shall consult with the recipient countries' governments on selecting the university for JDS fellows among the prospective accepting universities above, and determine the accepting universities.

(6) Eligible Organizations

Organizations which are eligible for the JDS Project shall be determined in each priority fields of study unless determination of eligible organization is inappropriate due to country's government official system, in such a case as personnel rotation among organizations are commonly practiced. Several eligible organizations may be determined in each priority field of study.

The eligible organizations are required to cooperate in consultation with accepting universities, and in drafting the basic plan of the field of study.

Also, the Eligible Organizations are required to cooperate in inviting the applications from suitable persons among their officials.

(7) Preparatory Survey

Prior to the implementation of the JDS Project in the recipient countries, JICA shall conduct a preparatory survey. The preparatory survey shall be conducted every four year period to design the JDS Project for the period ("A batch of" : JDS fellows shall be accepted in each fiscal year of the four-year period constitutes one cycle of the JDS Project).

The major objectives of the preparatory survey shall be as follows¹:

¹ The following items are included in the preparatory survey started by July, 2015.

- (a) To agree on priority fields of study for JDS fellows,
- (b) To agree on accepting Japanese universities,
- (c) To agree on eligible organizations of each priority field of study,
- (d) To identify the needs for human resource development including number of potential candidates for the JDS Projects
- (e) Discussion on measures for promoting meaningful outcome from the JDS Project,
- (f) Finding the outcomes from the JDS Project, in the case where the Project continues, and
- (g) To estimate overall costs of the first cycle, that is a period of four years, of the JDS Project.

(8) The Agent

After the conclusion of the E/N and G/A, JICA shall recommend the contractor of the preparatory survey as an agent (hereinafter referred to as "the Agent") to the recipient country. The Agent, in accordance with a contract concluded with the Implementing Organization in the government of the recipient country, shall perform the following duties toward smooth implementation of the JDS Project:

- (a) To work on the recruitment and selection procedures of JDS candidates,
- (b) To provide JDS candidates with information on study in Japan,
- (c) To carry out matriculation procedures and make arrangements for trips to Japan for JDS Fellows,
- (d) To handle payment of tuition fees and scholarships,
- (e) To provide pre-departure and after arrival orientation on JDS before/after arrival in Japan to JDS fellows,
- (f) To monitor academic progress and living conditions of JDS fellows,
- (g) To organize JDS fellows' 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 Fellows' returning to their respective countries, and
- (h) To perform other duties necessary for JDS Project implementation.

(9) The Operating Committee

An Operating Committee shall be set in each recipient country towards the smooth implementation of the JDS Project.

The Operating Committee (hereinafter referred to as "the Committee") shall consist of

-
- (f) To select the candidates for the first batch
 - (g) To prepare the basic plan of each priority field of study

government officials from related organizations of the recipient country (e.g.: diplomatic authorities, authorities in charge of economic cooperation, government official's personnel authorities, education authorities) and the relevant Japanese officials of Embassy of Japan and JICA. In principle, a representative of the government of the recipient country shall serve as chairperson, and a representative of the Government of Japan shall serve as vice chairperson. However, it shall be possible for representatives of the two governments to serve as co-chairpersons based on an agreement between the two governments. The chairperson (representative of the government of the recipient country) shall chair and manage Committee meetings. A JICA representative shall serve as the head of the Committee's secretariat, and shall handle all administrative duties of the Committee, including calling Committee meetings and taking meeting minutes.

The major roles of the Committee are as follows:

- (a) To discuss the JDS Project design in the preparatory survey,
- (b) To select JDS fellows from the candidates,
- (c) To encourage the recipient country in utilization of ex-JDS fellows and following up them, and
- (d) To review other aspects related to the management and implementation of the JDS Project.

(10) Number of JDS Fellows

The number of JDS fellows of each batch shall be agreed by the both governments and stipulated in the contract between the recipient country and the Agent accordingly. In principle, two to five fellows shall be admitted in a graduate school for each fiscal year.

(11) Scope of Expenses covered by the Grant

Expenses covered by the Grant shall be divided into the following two categories:

- (a) Expenses for the purchase of services necessary for implementing the JDS Project:
 - Expenses for recruitment and selection,
 - Expenses for pre-departure and after arrival orientation and arrangement in Japan,
 - Expenses for monitoring academic progress and living conditions of JDS fellows,
 - Expenses for JDS fellows' returning program which consists of support for necessary procedure on JDS fellows' returning, evaluation meeting on JDS program upon graduation, meeting for reporting the results after JDS Fellows' returning to their respective countries

- (b) Expenses necessary for the JDS fellows and accepting universities in Japan:
- Scholarships,
 - Allowances for travel to and from Japan,
 - Outfit allowances,
 - Accommodation allowances for rent,
 - Subsidiary allowances to purchase books,
 - Shipping allowances,
 - Traveling and seminar allowances,
 - Tuition fees,
 - Expenses for Special Program as customized activities provided for JDS fellows by accepting universities to maximize the impact of the Project, and others.

3. Qualifications and Selection of JDS Fellows

(1) Qualifications and Requirements

- (a) Nationality: Applicants must be citizens of the recipient country
- (b) Age: In principle, JDS fellows shall be between the ages of 22 and 39 (both inclusive) as of the first of April of the fiscal year of their arrival in Japan.
- (c) Applicants must not be serving in the military.
- (d) Persons who have strong will to work for the development of recipient countries after their return home.
- (e) Persons who have acquired a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible. Persons who are currently receiving or planning to receive another scholarship through other foreign assistance are ineligible as well.
- (f) JDS fellows must be in good health, both mentally and physically.
- (g) Persons who have English proficiency that is fluent enough for studying in Japan.

(2) Recruitment and Selection

(a) Recruitment and selection policies

- ① Eligible organizations of each priority field of study shall invite applications for the JDS candidates from its own officials and submit qualified candidates to the Implementing Organization or the authority agreed among the Operating Committee. Recruitment from the public by the recipient country

shall not be precluded if recruitment from the public is deemed to be reasonable.

- ② The selection of JDS fellows shall be unequivocally based on overall evaluation to each person's academic abilities and the suitability of research plan to the development issues in recipient countries. The fellows shall be determined through an examination of the application documents and interviews.

(b) System for Selection

- ① The Committee shall administer all parts of the selection process, from the system for selection to determination of fellows.
- ② The Committee shall address the following issues:
- 1) Determination of specific method for selection of JDS fellows (including selection policy and selection criteria)
 - 2) Confirmation of the selection schedule
 - 3) Implementation and management of selection tests
 - 4) Determination of final candidates
- ③ After the accepting universities' admission approval for the candidates, the Committee shall determine JDS fellows.

4. Conditions for Study in Japan

(1) Benefits

(a) Scholarships

The Agent shall pay allowances, such as scholarships and tuition, directly to JDS fellows and accepting universities on behalf of the government of the recipient country in accordance with the contract signed with the recipient country. Each amount of the said allowances shall be specified separately.

(b) Term of Scholarship Payment, etc.

In principle, the scholarship shall be provided for the JDS fellow from his /her arrival date to the departure date after his/her acquisition of the scheduled degree within the initially scheduled period of study. In principle, the extension of the period of study shall not be accepted. The recipient country shall cancel payment of the scholarship and arrange the JDS fellow's early return to the recipient country in any of the following cases:

- ① A false statement has been found in the JDS fellow's application.




- ② The JDS fellow violates any article of his/her pledge to the recipient country.
- ③ The JDS fellow is subject to disciplinary action by the university or has no prospect of academic attainment within the initially scheduled period of study.

(2) Obligation to report

During the JDS fellow's study period in Japan, the recipient country shall monitor JDS fellows' academic progress regularly with the assistance of the Agent, and report the results to JICA.

(3) Follow up

Because a key of the JDS Project is to create human networks and to encourage JDS fellows to help the recipient country achieve development issues in economic and social development in their countries after their return home, the recipient country shall conduct surveys on the JDS fellow' activities after their return and promote academic and cultural exchange with Japan.

Furthermore, the recipient country shall study ways of assigning JDS fellows to the work that provides them with the opportunity to play important roles in the central government, etc., after their return home.

PART 2 Contract with Agent and Verification

1. Recommendation of Agent

In order to implement the JDS Project smoothly, following the conclusion of the G/A, JICA shall recommend the consultant that undertakes the preparatory survey to the recipient country as the Agent.

2. Contract Procedure

Pursuant to the provisions of the E/N and the G/A, the government of the recipient country shall enter into an agent contract with the Agent set forth in the preceding article. The Grant is ineligible unless JICA duly verifies the contract. The contract shall be made in duplicate and be submitted to JICA for its verification by the government of the recipient country through the Agent.

3. References to the G/A

The agent contract shall refer to the G/A in a manner that it reads as follows:

“JICA extends its grant to the Government of (name of the recipient country) on the basis of the Grant Agreement signed on (date) between the Government of (name of

the recipient country) and JICA concerning the Project for Human Resource Development Scholarship”

4. References to the number of JDS fellows

The agent contract shall refer to the number of JDS fellows for each fiscal year of the four-year period, with said number serving as the upper limit.

5. Scope of Service

The agent contract shall clearly state all purchase of the services to be implemented by the Agent under the Grant.

In the event that a contract includes services which are not covered by the E/N and the G/A, such a contract shall not be verified by JICA.

6. Period of Execution

The agent contract shall clearly stipulate the contract period. That period shall not exceed the period of validity of the Grant as prescribed in the G/A.

7. Contract Price

The total amount of the contract price shall not exceed the amount of the Grant specified in the E/N and the G/A. The contract price shall be precisely and correctly stated in Japanese yen in the Contract using both words and figures. If there is a difference between the price in words and that in figures, the price in words is deemed correct.

8. Verification of Contracts

The agent contract shall clearly state that it shall be verified by JICA to be eligible for the Grant in accordance with the provisions of the E/N and the G/A.

9. Payment Procedure

In accordance with the E/N and the G/A, the contract shall have a clause stating that "payment shall be made in Japanese yen through a Japanese bank under an Authorization to Pay (A/P) issued by the Recipient or its designated authority." Payment shall be made in accordance with the procedures of JICA.

Because the payment includes the JDS fellows' living expenses in Japan, due care shall be taken to ensure that the payment is made on the designated date in a timely manner. Thus, the government of the recipient country must issue an Authorization



to Pay without delay.

10. Responsibilities and Obligations of the Recipient Country

The agent contract shall clearly state the responsibilities and obligations of the Recipient Country in accordance with the E/N and the G/A.

11. Amendments

If the agent contract requires amendment, it shall be made in the form of an Amendment to the Contract, referring to the contract presently in force identified by its verification date and number.

The Amendment to the Contract shall clearly state that:

- (1) all the clauses except that (those) which is (are) amended, remain unchanged.
- (2) the Amendment to the Contract shall be verified by JICA to be eligible for the Grant.

12. Project Modifications

The Grant shall be used properly based on the Contract between the Implementing Organization of recipient country and the Agent which is verified by JICA. If unpredicted circumstances, however, require any modifications of the project, as illustrated below except minor modifications, the recipient country through the Agent shall obtain prior consent from JICA. The prior consent for the modifications is conducted by JICA to ensure that the modifications for the project are appropriate and whether any modifications are required on the contract price or not, however it does not mean that JICA will assume the legal or technical responsibilities for the substance of the modifications.

- 1) significant change of dispatching numbers of JDS fellows;
- 2) change of sub-program (JDS priority area)

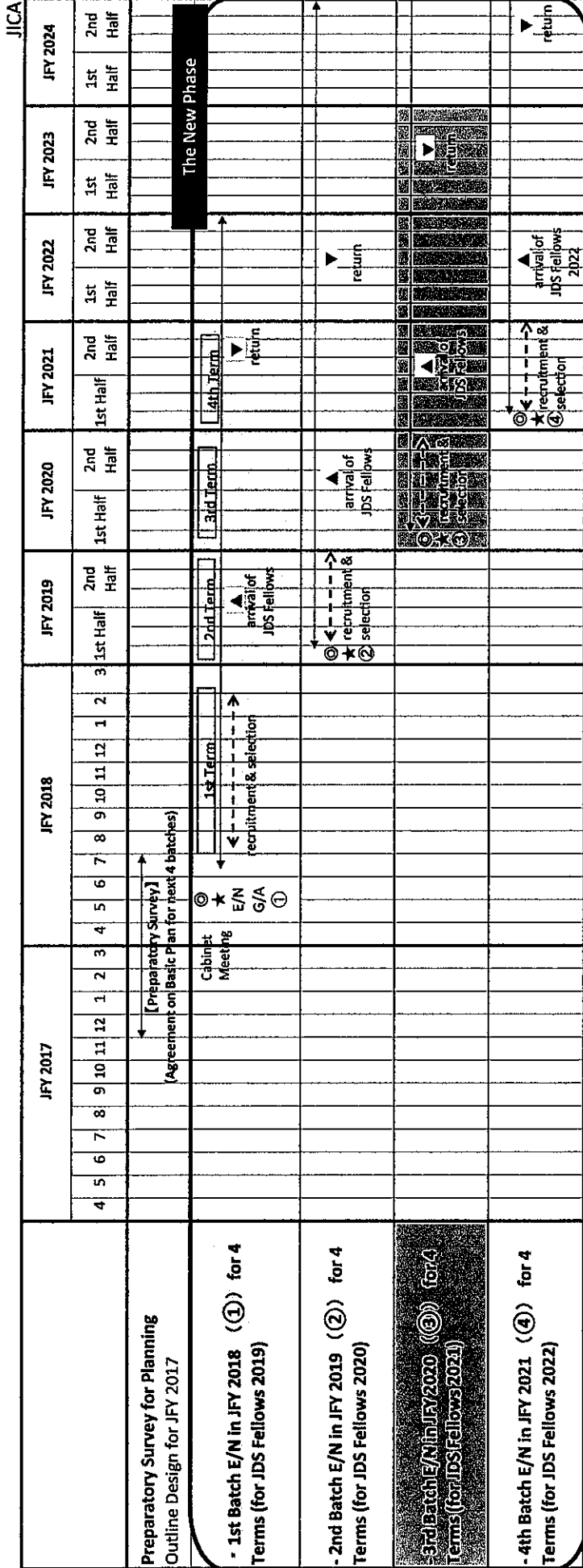
*If application of the Guidelines is inconsistent with the laws and regulations of the Government of the recipient country, the Government of the recipient country is requested to consult with JICA.

END



Flowchart of JDS Project for the Succeeding Four Batches

December, 2017



- ◎ : Cabinet Meeting in Japan
- ★ : Exchange of Notes (E/N), Grant Agreement (G/A)
- ▲ : Arrival of JDS Fellows (Master)
- ▼ : Return of JDS Fellows (Master) to the Country

Design of JDS Project for the Four Batches

Sub-Program (JDS Priority Areas)	Component (JDS Development Issues)	Target Group
Improving Administrative Ability and Institution Building	1-1 Improvement of Public Administration and Legal System	Ministry of Planning and Finance, Central Bank, The National University of Timor-Leste, Ministry of State and Administration, National Institute of Public Administration (INAP), Ministry of Justice Ministry of Foreign Affairs and Cooperation, Ministry of State, etc.
	1-2 Improvement of Service Delivery (Health/Education)	Ministry of Education and Culture, Ministry of Health, Ministry of State and Administration, The National University of Timor-Leste, etc.
Rural and Industrial Development	2-1 Rural and Industrial Development	Ministry of Trade and Industry, Ministry of Agriculture and Fisheries, Ministry of Petroleum, Ministry of Mineral Resources, Ministry of Development and Institutional Reform, Ministry of Tourism, Ministry of Education and Culture, Ministry of State and Administration, Ministry of Development and Public Works, The National University of Timor-Leste, etc.
Improvement of Transportation / Urban Environment Development	3-1 Improvement of Transportation / Urban Environment Development	Ministry of Development and Public Works, Ministry of Development for Transport and Communication, Ministry of Petroleum, Ministry of Mineral Resources, Dili City, The National University of Timor-Leste, etc.

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

Basic Information of Target Priority Area (SubProgram)

<p>1. Country:Timor-Leste</p> <p>2. Target Priority (Sub-Program) Area:</p> <p>3. Operating Committee: Timor-Leste Side: National Institute of Public Administration, Ministry of Education, Civil Service Commission Japanese Side:Embassy of Japan, JICA Timor-Leste Office</p>

Itemized Table 1-1

1. Outline of Sub-Program / Component

(1)Basic Information

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

(2) Background and Needs (Position of JDS in Development Plan of Timor-Leste)

--

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

<p>Relevant Projects and Training Programs of JICA Timor-Leste Office:</p>
--

2. Cooperation Framework

(1) Project Objective

<p>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</p>

(2) Project Design

<p>1) Overall goal</p> <p>2) Project purpose</p>
--

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

<p>Graduate School of X X Xfellows / year total X fellows / 4 years</p>
--

(5) Activity (Example)

Graduate School of XXXXX

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

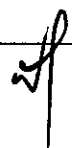
1 batch X fellows × 4 years = X fellows
 From the year 2019 (Until 2021) : X fellows, From the year 2020 (Until 2022) : X fellows
 From the year 2021 (Until 2023) : X fellows, From the year 2022 (Until 2024) : X fellows

(7) Inputs from 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: Timor-Leste
- 2) Age: Between X and X as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Should have a Bachelor's degree relevant to the target field
 - Applicants for *** University are required of 16 years of formal education (in principle). However, relevant academic/research career or working experience can be considered as an alternative to meet the requirement
- 4) Work Experience:
- 5) Others
 - Those who are enlisted military personnel are ineligible
 - Has not been awarded foreign scholarships for Master's degree
 - Have a good command of English at graduate school level
 - Must be in good health, both mentally and physically




ANNEX 6

Undertakings of the Project

(2) 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 on the G/A	INAP		
2	To appoint the head of representatives of the Recipient who will be a chairman of the Committee	Within 1 month after signing on the G/A	INAP		
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing on the G/A	MOF		
4	To issue A/P to a bank in Japan (the Agent Bank) for the payment to the Agent	Within 1 month after receiving B/A from the Bank	MOF		
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 agreement	INAP	approx. JPY6,000	
	2) Payment commission for A/P	Every payment	INAP	approx. 0.1% of the payment amount	approx. JPY100,000-200,000
6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	INAP		
7	To organize the Committee meeting	During the Project	INAP		
8	To ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the country of the Recipient with respect to the purchase of the products and/or the services be exempted.	During the Project	INAP		
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		
10	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	During the Project	INAP		
11	To give due environmental and social consideration in the implementation of the Project	During the Project	INAP		

(INAP: National Institute of Public Administration, B/A: Banking Arrangement, A/P: Authorization to pay)

(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.

Modified Design of JDS Project for the Four Batches

Sub-Program (JDS Priority Areas)		Component (JDS Development Issues)		Slot	Accepting University	Degree	Target Group
1	Improving Administrative Ability and Institution Building	1-1	Improvement of Public Administration and Legal System	2	Doshisha University (Graduate School of Global Studies)	Master's Degree (Global Social Studies)	<p>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</p> <p>Permanent Teaching Staff from National University of East Timor</p>
		1-2	Improvement of Service Delivery (Health / Education)	2	International University of Japan (Graduate School of International Relations)	Master of Arts in Public Management Master of Arts in International Development or Economics	
2	Rural and Industrial Development	2-1	Rural and Industrial Development	2	Ritsumeikan Asia Pacific University (Graduate School of Asia Pacific Studies)	Master of Science in International Cooperation Policy	
3	Improvement of Transportation / Urban Environment Development	3-1	Improvement of Transportation / Urban Environment Development	2	Nagoya University (Graduate School of Environmental Studies)	Master of Environmental Studies Master of Engineering	

The Number of JDS Participants to be Accepted for the Next Four Years under the JDS Project in Timor-Leste

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	Doshisha University	Graduate School of Global Studies	2	2	2	2	8
	1-2 Improvement of Service Delivery (Health / Education)	International University of Japan	Graduate School of International Relations	2	2	2	2	8
2 Rural and Industrial Development	2-1 Rural and Industrial Development	Ritsumeikan Asia Pacific University	Graduate School of Asia Pacific Studies	2	2	2	2	8
3 Improvement of Transportation / Urban Environment Development	3-1 Improvement of Transportation/Urban Environment Development	Nagoya University	Graduate School of Environmental Studies	2	2	2	2	8
Total				8	8	8	8	32