

**Preparatory Survey
on the Project for Human Resource
Development Scholarship
in the Kingdom of Cambodia**

Final Report

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SUMMARY

1. Summary of the Preparatory Survey

Background of the Survey

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) was first launched in Uzbekistan and Laos in fiscal year (FY) 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The project has later been introduced to other countries as well, and has accepted 5,029 international students from a total of 18 countries since the first intake of international students in FY 2000 up to FY 2020¹.

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

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

The Kingdom of Cambodia (hereinafter referred to as “Cambodia”) has been one of the target countries since 2000, the second year from the beginning of JDS, with 470 JDS fellows dispatched to Japan from 2001 until 2020. Acceptance of JDS fellows in FY 2021 will mark the completion of sending JDS fellows in the present framework. Under such circumstances, this Preparatory

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

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 Cambodia, relevant JICA programs, etc. in the formulation of the project based upon the needs of the Royal Government of Cambodia.

Objectives of the Survey

The main objectives of the survey are as follows:

- To analyze current situation in Cambodia and needs for human resource development, and formulate a framework for the next four batches starting in FY 2021 (dispatch in FY 2022).
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

Method of the Survey

A part of the preparatory survey, the field survey in Cambodia has been conducted from November to December 2020.

- November to December 2020: Field survey
 - (1) Setting priority areas (Sub-Programs) and development issues (Components) in accordance with Japanese government's economic cooperation policy for Cambodia and development needs of Cambodia
 - (2) Confirming the implementation structure of the project
 - (3) Selecting accepting universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
- January 2021: Drafting the basic plan for each Sub-Program/Component
- February 2021: Estimating the project scale

Results of the Survey

(1) Project Design

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

The Framework of the JDS Project in Cambodia (from JDS fellows 2022 to 2025)

Priority Areas (Sub-Program)	Development Issues (Components)		University	Graduate School	Slot
1. Industrial Development	1-1. Enhancement of Industrial Competitiveness	1-1-1. Infrastructure Development	Hiroshima University	GS for of Advanced Science and Engineering GS of Humanities and Social Sciences	2
		1-1-2. Private Sector Development	Kobe University	GS of International Cooperation Studies	2
			<u>Rikkyo University</u>	<u>GS of Business</u>	2
		1-1-3. Improvement of Education Quality	Hiroshima University	GS for of Advanced Science and Engineering GS of Humanities and Social Sciences	3
	1-2. Agriculture and Rural Development		<u>Kyushu University</u>	<u>GS of Bioresource and Bioenvironmental Sciences</u>	2
2. Better Quality of Life	2-1. Improvement of Urban Living Environment		Toyo University	GS of Regional Development Studies	2
	2-2. Improvement of Healthcare and Social Security System		<u>Hiroshima University</u>	<u>GS for of Advanced Science and Engineering</u> <u>GS of Biomedical and Health Sciences</u>	2
3. Strengthening of Governance	3-1. Improvement of Administrative Functions		Meiji University	GS of Governance Studies	4
	3-2. Legal and Judicial Development		Nagoya University	GS of Law	2
	3-3. Building of International Relations		Ritsumeikan University	GS of International Relations	3

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

(2) Target Organizations

In the next phase, the target organization system set for each development issue will be abolished. Japanese side proposed the new system which target organization is set for the entire JDS framework, and the Cambodian government agreed.

While considering the abolition of the current target organization system for each development issue, Japanese side proposed to add new organizations that were not previously included as the target organization and exclude occupations such as doctors and teaching staff from the target of JDS². It was decided that the organizations to be newly added and the occupations to be excluded will be continuously investigated in the future and decided at the first Operating Committee meeting which will be held on July 2021.

(3) Ph.D. Program

In the current phase, two slots from Cambodia are allocated for the doctoral scholarship under the

² Details are described in Chapter 2 Contents of the JDS Project 2-1. Overview of JDS Project.

JDS. This scholarship is popular, with applicants numbering more than three times the final slots every year and it was confirmed that there was a high need for young government officers to obtain a doctoral degree through a questionnaire to the Cambodian government agency, and the doctoral degree acquisition rate of key personnel such as secretary of state, or director general, etc. in the government agency is high, which indicates the doctoral degree acquisition affects promotion of government officers. Accordingly, it has been agreed that two slots for the doctoral scholarship will remain in place and that detailed requirements for the scholarship will be decided on at the first Operating Committee meeting which will be held on July 2021.

(4) The Coordinating Committee

In the field survey conducted in December 2020, it was confirmed that, as in the current phase, seven organizations will be responsible for the JDS Cambodia: three on the Cambodia side (Ministry of Education, Youth and Sports, Council for Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Economy and Finance) and two Japanese organizations (Embassy of Japan in Cambodia and the JICA Cambodia office).

JDS Cambodia Operating Committee Members

Country	Role	Member
Cambodia	Co-Chair	Ministry of Education, Youth and Sports
	Member	Council for Development of Cambodia
	Member	Ministry of Foreign Affairs and International Cooperation
	Member	Ministry of Economy and Finance
	Member	Ministry of Civil Service
Japan	Co-Chair	JICA Cambodia Office
	Member	Embassy of Japan in Cambodia

(5) Evaluation of Relevance of the JDS Project

It was analyzed to what degree JDS Cambodia is consistent with or relevant to Cambodia's development plans. The target priority areas for the next phase of the JDS correspond to some of the issues raised in the Rectangular Strategy, the Industrial Development Policy, and the National Strategic Development Plan³. Accordingly, the JDS is deemed to help achieve these policies.

In addition, Japan's official development assistance policy for Cambodia defines its overall goal as "to support the further strengthening of socio-economic foundations to achieve an upper-middle income country status by 2030". Under the overall goal, three specific types of assistance are set: (i) Industrial development; (ii) Better quality of life; and (iii) Realizing a sustainable society through the strengthening of governance. The JDS Cambodia--which is designed to develop the core human resources of the country's competent government offices in their respective fields in order to address the identified issues--is consistent with Japan's ODA policy

³ The outline of each development plan is described in "Chapter 1 Background of the Project for JDS 1-1-5. Cambodia's Development Plan".

for Cambodia.

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

2. Recommendations

Issues and recommendations obtained in this survey are as follows.

(1) Implementation of JDS with awareness of diplomatic effects

JDS Cambodia in the next-phase should be implemented with an awareness of generating more diplomatic effects. In the next phase, policy-oriented development issues were increased rather than technical fields such as infrastructure. In addition, due to the flexibility of the target organization system, civil servants of the target organization can apply for all development issues of JDS. As a result, applications from various target organizations are expected for each development issue. Therefore, the range of candidate selection by the Operating Committee has expanded, and selection that is more conscious of diplomatic effects has become possible. However, even if the target organization system has become more flexible, if there are few applications from organizations that Japan expects, it will be useless. Therefore, while strengthening cooperation with JICA experts, and the Embassy of Japan in Cambodia, it is hoped that the JDS will be conducted with strategic recruitment and selection activities in line with Japan's diplomatic policy. In addition to recruitment and selection activities, as an initiative for JDS fellows staying in Japan, implementing value-added programs linked to Japan's diplomatic policy and providing support for learning Japanese will be effective from the perspective of diplomatic effects for developing human resources who will contribute to the friendly relationship between the two countries in the future.

(2) Efforts with Awareness of Differentiation from Scholarships by Other Donors (Viewpoint of English)

Through the preparatory survey, it was confirmed that the average English score of successful applicants of JDS Cambodia did not reach the English proficiency required by the scholarship programs from other countries. On the other hand, considering the steady promotion of Cambodian JDS returned fellows, JDS has been functioning as a recipient of human resources who can be expected as future executive candidates by supporting the improvement of English. Based on such a situation, JDS should enhance English training for JDS fellows who are encouraged to improve English proficiency before coming to Japan. It can be considered as a one of the differentiations from the other scholarship programs.

(3) Possibility for Critical Mass in Cambodia

The survey team would like to propose a long-term strategy for recruitment and selection with an awareness of critical mass in order to achieve the greatest results in limited budget investment. Critical mass generally refers to the "turning point where the penetration rate of goods and services jumps at once" in marketing. It is also possible to define critical mass in JDS as "20% of the number of executive posts in an organization is JDS returned fellows". Cambodian civil service system, on the other hand, has a large number of posts for key positions, and it is not easy for JDS returned fellows to achieve critical mass in terms of quantity. For this reason, it is necessary to maintain ongoing relationships with JDS returned fellows who have taken important positions in order to increase their influence as ambassadors of Japan in terms of quality. Therefore, following up JDS returned fellows after their return to Cambodia is important to make them play an active role as an ambassador.

(4) Networking, Establishment of a Follow-up Scheme and Roles of Implementing Agent

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

(5) Impact of covid-19

Due to the new coronavirus infection occurred in 2020, the preparatory survey was not conducted as planned. Two field surveys, in which the survey team was scheduled to have interviews with Cambodian government officers in Cambodia were not conducted. In addition, the number of applicants in fiscal year 2020, the final year of the current phase, was decreasing, and it is currently not possible to predict how it will affect JDS after the next phase. If the new coronavirus converges for a long time, it will be necessary to search for a way to study abroad adapted to the new environment, and it is necessary to pay close attention to changes in awareness of international students within the Cambodian government and trends of other donors in the implementation of their scholarship programs even after this survey.

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LIST OF ABBREVIATIONS

Abbreviation	Description
AAS	Australia Awards Scholarship
ADB	Asian Development Bank
ADB-JSP	Asian Development Bank - Japan Scholarship Program
AGRINET	Agricultural Network for Food Security
AOIP	ASEAN Outlook on the Indo-Pacific
ASEAN	Association of South-East Asian Nations
AUN	ASEAN University Network
BGF	Bourses du Gouvernement Français
CEFR	Common European Framework of Reference for Languages
COVID-19	Coronavirus Disease 2019
CSC	China Scholarship Council
DAC	Development Assistance Committee
EBA	Everything But Arms
EDI	Electric Data Interchang
E/N	Exchange of Notes
EU	European Union
FOIP	Free and Open Indo-Pacific Strategy
G/A	Grant Agreement
GDP	Gross Domestic Product
GNI	Gross National Income
GRIPS	National Graduate Institute for Policy Studies
GS	Graduate School
HRD	Human Resource Development
ICT	Information and Communication Technology
IELTS	International English Language Testing System
IDA	International Development Association
IMF	International Monetary Fund
JASSO	Japan Student Services Organization
JBAC	Japanese Business Association of Cambodia
JDS	Project for Human Resource Development Scholarship by Japanese Grant Aid
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
JICA-AC	JICA Alumni of Cambodia
JICE	Japan International Cooperation Center
JJ/WBGSP	Joint Japan/ World Bank Graduate Scholarship Program
JSPS	Japan Society for the Promotion of Science
KOICA	Korea International Cooperation Agency
M/D	Minutes of Discussions
MEXT	Ministry of Education, Culture, Sports, Science and Technology
MOEYS	Ministry of Education, Youth and Sports
MOFA	Ministry of Foreign Affairs

NGO	Non-Governmental Organization
NSDP	National Strategic Development Plan
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
PPWSA	Phnom Penh Water Supply Authority
PTTC	Provincial Teacher Training Centers
RTTC	Regional Teacher Training Centers
SNS	Social Networking Services
STEM	Science, Technology, Engineering and Mathematics
TOEFL	Test of English as a Foreign Language
TOEFL iBT	Test of English as a Foreign Language Internet based testing
TOEFL PBT	Test of English as a Foreign Language Paper Based Test
TTC	Teacher Training College
UK	United Kingdom
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
US	United States
USD	United States Dollar
WMO	World Meteorological Organization
YLP	Young Leaders' Program

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

1-1 Present Situation and Issues of the JDS Project

1-1-1. Background of the Project

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) is a grant aid project conducted by Japan International Cooperation Agency (hereinafter referred to as “JICA”) that provides scholarships to international students from partner governments. It was established in fiscal year (FY) 1999 under the Japanese government’s “100,000 International Students Plan.” The purpose of the JDS project is that “young government officers and others, who are involved in formulating and implementing the social and economic development plans of the country and are expected to play important roles in the future, shall obtain master’s degrees and Ph.D. degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks.” The project has accepted 5,029 international students from a total of 18 countries since the first intake of international students in FY 2000 up to FY 20120.

Although the original target countries of the JDS project were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Ghana in Africa in FY 2012, to Nepal in FY 2016 and to Bhutan, Pakistan, and East Timor in FY 2019. At present, the project has 16 target countries. Indonesia left the JDS project, which was conducted by JICA in FY 2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also has left the JDS project with the last JDS participants from China accepted in FY 2012⁴. From FY 2021, the JDS project will start to accept students from Maldives, Kenya and El Salvador.

Table 1 Number of JDS fellows Dispatched (2000-2020)

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Total
1. Uzbekistan	20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	17	17	16	16	361
2. Laos	20	20	20	20	20	20	25	25	25	20	20	20	19	20	20	20	20	22	22	22	22	442
3. Cambodia		20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	24	26	26	26	470
4. Vietnam		20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	30	62	63	61	700
5. Mongolia			20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	22	22	22	22	368
6. Bangladesh				29	19	20	20	20	20	20	15	15	15	15	15	25	30	30	33	33	32	426
7. Myanmar			14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	48	48	48	48	605
8. China				42	43	41	43	47	47	48	45	39	35	—	—	—	—	—	—	—	—	430
9. Philippines				19	20	20	25	25	25	25	20	20	20	20	20	20	20	20	21	21	21	382
10. Indonesia				30	30	30	30	—	—	—	—	—	—	—	—	—	—	—	—	—	—	120
11. Kyrgyz								20	20	18	14	14	15	15	15	15	15	15	15	19	20	230
12. Tajikistan										3	5	5	5	5	5	5	5	8	8	8	13	75
13. Sri Lanka											15	15	15	15	15	15	15	15	17	17	17	171
14. Ghana												5	5	5	5	10	10	10	10	13	13	78
15. Nepal																	20	20	20	20	22	102
16. Timor-Leste																				8	8	16
17. Pakistan																				17	16	33
18. Bhutan																				10	10	20
Total	40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	266	281	321	360	367	5,029

⁴ After its termination as grant aid, the project has been shifted under the Ministry of Foreign Affairs of Japan and continued as “Japan Human Resource Development Scholarship for Chinese Young Leaders” (JDS China).

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

1-1-2. Current Situation and Issues of the JDS project

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as the JDS basic research), verified the effectiveness and carried out a comparative analysis of JDS in the target countries⁵, and proposed future project enforcement policies and strategies. In the FY2019 basic research, the average degree recipient rate of JDS fellows from all 13 countries surveyed was 98.7%, and the average government officer incumbent rate was still high at about 80%. In the questionnaire for returned fellows, it showed that the feelings of familiarity with Japan were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in 9 out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the intensifying competition with other donors, such as Australia, South Korea and China, the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding.

⁵ The FY2014 basic research was conducted in 11 countries except Ghana, which was excluded because its first JDS fellows had only just returned to the country. The FY2019 basic research was conducted in 13 countries. East Timor, Pakistan and Bhutan were excluded because they did not have any graduated students.

Table 2 Recommendations from JICA Basic Research 2019 (source: JICA)

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

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

Table 3 Transition in the Focus of HRD and the Targets of JDS According to the Developmental Stage of the Partner Country

Assumed Stage of the Partner Country	A. Many development issues The framework in line with Japan's Country Development Cooperation Policy = Current JDS program	B. Development Issues + Important Issues for Japan	C. Country of Political, Economic, and/or Diplomatic Importance (e.g., China)
Focus of Human Resources Development (HRD)	Development of core human resources in civil service who address development issues (Responding to development issues)	Development of core human resources in civil service who have influence on development issues (Development issues + Japan's national interests)	Fostering of government officers who serve as a bridge between the partner country and Japan (Expected diplomatic benefits)
Targets of JDS	<ul style="list-style-type: none"> - Openly calling for applications - Young government officers (at government offices whose duties include policymaking and planning, as well as sectoral government offices), university faculty members 	<ul style="list-style-type: none"> - Calling for applications only from government offices or departments whose duties include policymaking and planning - Introducing a smaller slot or cost-sharing between the partner country and Japan - Designating target organizations or departments under the Japan special slot 	<ul style="list-style-type: none"> - Ministries, organizations, or departments agreed upon between the partner country and Japan - Cost-sharing agreed upon between the two countries

1-1-3. Current Situation in JDS Cambodia

(1) A Firmly Rooted JDS and the Establishment of Evaluation for Targeted Institutions

Last year, JDS Cambodia celebrated the 20th anniversary of the commencement of its project. A total of 470 JDS fellows have studied, and 388 JDS fellows have returned home. JDS has been widely recognized as one of main scholarship projects in Cambodia. In particular, JDS is highly recognized and evaluated in ministries and government offices, since the adoption of a new method in 2010 (i.e., the limitation of targeted persons to civil servants). Moreover, JDS fellows who returned home have been promoted steadily each year. As of April 2020, JDS has discharged 23 Returned Fellows who held positions of deputy directors or the equivalent, 14 personnel in positions of directors or the equivalent, 12 personnel in positions of (deputy) director generals or the equivalent, and 2 personnel in positions of under secretary of state. In 2018, a JDS returned fellows assumed the position of a secretary of state (equivalent to a state minister in Japan) of the Ministry of Foreign Affairs and International Cooperation. In 2020, the same occurred within the

Ministry of Justice. The retention rate⁶ of JDS returned fellows has been high, reaching 93% as a whole ranging from the 1st-batch fellows to the 18th-batch fellows.

Some JDS returned fellows support cooperative programs for both countries initiated by Japan through use of their studies in Japan, thereby contributing to the reinforcement of the bilateral relationship with Japan. Moreover, the Japanese Government has invited young Cambodians involved into politics and has provided them with opportunities for them to learn about Japan's democratic system. When young Cambodians involved in politics visited Japan in 2020, Mr. Chin Malin, who was a 2nd-batch JDS returned fellow, made a courtesy call on Minister for Foreign Affairs of Japan Motegi⁷ as a Under Secretary of State of the Ministry of Justice (the current Secretary of State of the Ministry of Justice). In addition, notable JDS returned fellows who play vigorous and active roles are set forth in the following Table.

Table 4 Major JDS returned fellows who take active roles (as of September 2020)

Batch	Name	Organization	Position
6th	Mr. Lay Samkol	Ministry of Foreign Affairs and International Cooperation	Secretary of State
2nd	Mr. Chin Malin	Ministry of Justice	Secretary of State
2nd	Mr. Kong Chanveasna	Council of the Thorone	Under Secretary of State
2nd	Mr. Huot Hay	Phnom Penh Capital City	Deputy Governor
1st	Mr. Chan Sok Ty	Ministry of Commerce	Deputy Director General
4nd	Mr. Cheang Sopheak	Ministry of Posts and Telecommunications	Deputy Director General

(2) Reexamination of Target Organization Systems

Accompanying adoption of a new method since FY2009, JDS has established target organizations in each field for the purpose of forming groups for JDS returned fellows (i.e., creating a “critical mass”). However, currently, 8 out of 14 countries in which JICE is in charge as an agency have already abolished the targeted organization systems. Countries that continue to use such systems are limited to those in which the government as the other party can implement an applicant recommendation system and countries with systems that allow senior civil servants to be identified. In Cambodia, the target organization systems have been used continuously during the current phase. However, the application period was extended due to perpetual shortage of applicants depending upon the field and additional recruitment accompanying such shortage. Therefore, negative effects related to the target organization systems had been expose. Moreover, the fail rate for additional applicants hovers at over 80%. While it has been possible to secure the number of applicants, it has been difficult to expect high quality from additional applicants.

According to the preparatory survey in question, in light of the situation described above, the number of assigned personnel that fits the actual condition was reviewed. At the same time, application by potential superior applicants that had possibly been hindered from applying for

⁶ Percentage of those who have returned to Cambodia and continue to work as civil servants.

⁷ Ministry of Foreign Affairs "January 23, 2020 Courtesy call on Foreign Minister Motegi by inviting young political figures from Cambodia"

based on the target organization systems thus far should be encouraged. In order to make this happen, based on a review considering abolishment of such systems, modification has been made. Detailed review results concerning the target organization systems of the next phase are included in “Chapter II JDS Project.”

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

(1) Social and Economic Situation

Cambodia is located in the Indochina, and has border with three countries: Thailand in the northwest, Laos in the north and Vietnam in the southeast. The total land area of Cambodia is the third smallest in the ASEAN countries after Singapore and Brunei (about 1/2 of the area of Japan) and its population about fifteen million. In Cambodia, there run two large rivers Tonlé Sap and Mekong and most part of the country is a flat land. About 90% of population and economic activities are heavily concentrated on less than half the country's land⁸.

Triggered by coups by Lon Nol in 1970, the country had long been plunged into a state of civil war and a large number of lives were claimed by a series of purges, etc. under the Pol Pot dictatorship. In the late 1980's voices calling for peace dialogues began arising, which grew into active moves to realize peace in Cambodia through negotiations among countries involved in disputes and relevant countries. Finally, the moves led to the signing of the Paris Peace Accords in October 1991. To date, six general elections were held in Cambodia and the Royal Government of the fifth legislature started in 2018, headed by Prime Minister Hun Sen who received public mandate in the general election held on August 2018, and continues now.

In terms of economic aspects, Cambodia had been a least developed country among ASEAN members. After signing the 1991 Paris Peace Accords, Cambodia began working on its initiatives to rebuild the country into full gear with cooperation from international society, and joined ASEAN in 1999. Although Cambodian economy was forced into severe conditions due to a decrease in tourism revenues, support and investment from overseas countries caused by the armed conflict in July 1997 on top of the Asia Financial Crisis, it turned into an upward trend after the political stability brought in by the launch of Hun Sen's administration in 1998. Between 1998 and 2007, yearly GDP growth averaged 9.4%, with a remarkable growth of over 10% in consecutive years between 2004 and 2007. After the Lehman shock, Cambodia achieved a tremendous v-shaped turnaround. Although its economy has continued to grow stably with GDP growth rate of approximately 7.0% on average since 2010⁹, the GDP growth rate is expected to decline by minus 1.9% in 2020 due to the spread of covid-19¹⁰ (as of April 2021).

⁸ Ministry of Land, Infrastructure, Transport and Tourism, Land Policy Bureau (2017) "Overview of each country's land policy"

⁹ Mitsubishi UFJ Research & Consulting (2018) Survey Report "Current Situation and Future Prospects of Cambodian Economy"

¹⁰ National Bank of Cambodia

Gross National Income (GNI) per capita in Cambodia was 1,070 U.S. dollars (as of 2015)¹¹. In July 2016, Cambodia was no longer classified as a low-income country and was upgraded to a lower-middle-income country according to the classification of the World Bank. Despite this fact, its GDP per capita is the lowest in the ASEAN region¹² as is the case with Myanmar, and Cambodia still remains poor in Southeast Asia. However, in Phnom Penh, the capital of Cambodia, personal consumption is so lively that it is difficult to believe that Cambodia is the poorest country in the ASEAN region. As one of the factors supporting favorable high-priced consumption, it is pointed out that overnight millionaires who have earned money from real estate are increasing due to a real estate property development boom¹³.

Moreover, one of the driving forces for the recent economic expansion in Cambodia is exporting. Exporting in Cambodia has increased 6 times over 15 years from 2001 through 2016. In particular, knit goods for Japan, Europe, and the U.S. among clothing products have boosted its exports, and they accounted for 60% of all exports on an actual performance basis in 2016¹⁴. On the other hand, criticism by Europe and the U.S. against a series of undemocratic responses in 2017 (against the largest opposition party by Prime Minister Hun Sen in Cambodia) has increased. In August 2020, the EU suspended part of the EBA Agreement, a tariff-free benefit system for all imports except arms applied to Cambodia. This will affect exports of clothing, travel goods, sugar and other products to the EU, with an annual impact of around €1 billion, a fifth of Cambodia's exports to the EU¹⁵.

In addition, Cambodia is located in between Thailand and Vietnam, which forms the big industrial clusters in South East Asia. Benefiting from this advantageous geographical location and its cheap and abundant labor force, Cambodia has played a significant role within the regional supply chain by mainly assuming labor-intensive work. In recent years, many Japanese corporations moved into Cambodia to establish a production base under “China + 1” and/or “Thailand + 1” plans in the background of an increase in labor costs in China and Thailand and a tight labor market. Furthermore, it is anticipated that the firms in the region will optimize the regional supply chain, which may lead to the development of clusters, by industry sector, or, country, and to the restructuring of production bases. The ASEAN Economic Community will make it easier for firms to establish an international division of labor, which might possibly accelerate the “Thailand + 1” movement¹⁶.

¹¹ World Bank Open Data

¹² International Monetary Fund, World Economic Outlook Database, April 2018

¹³ Mitsubishi UFJ Research & Consulting (2018) Survey Report "Current Situation and Future Prospects of Cambodian Economy"

¹⁴ Mitsubishi UFJ Research & Consulting (2018) Survey Report "Current Situation and Future Prospects of Cambodian Economy"

¹⁵ Nihon Keizai Shimbun "EU sanctions Cambodia, seriously considers human rights issues" (February 12, 2020)

¹⁶ Mitsubishi UFJ Research & Consulting (2016) Research Report "Current Situation and Future Prospects of Cambodian Economy", World Bank (2015) Cambodia Economic Update October 2015, Sumitomo Mitsui Banking Corporation (2015) Industrial Topics Imminent Launch of ASEAN Economic Community-Progress ASEAN Economic Integration, Mizuho Research Institute (2014) Progress of Economic Integration in ASEAN and Response of Japanese Companies

On the other hand, there are some major challenges of the Cambodian economy, such as 1) weaker comparative advantages as investment changes direction in light of increased minimum wage, 2) Decreasing working population due to change in the demographic pyramid, 3) Low productivity of workers, 4) Higher production cost due to unavailability of parts and raw materials at the local level, 5) Unstable and Costly Power Supply Compared to Neighboring Countries, and 6) Lack of STEM¹⁷ Human Resources. To keep this high economic growth in the future, Cambodia is required to shift to the skill-intensive industry from the labor-intensive industry it has been relying on, as well as to expand the domestic supporting industries necessary to settle the aforesaid issue, develop the infrastructure and energies, develop human resources and build a governance and economic systems necessary to achieve the above¹⁸.

(2) Situation of Higher Education

In 1979, Cambodia started the 10-year education system. Then, it was revised into 11-year education system, consisting of five years of primary education, three years of lower secondary education and three years of upper secondary education from 1986 to 1996. Then, upon enforcement of a royal decree in 1996, it was revised into “12 year system” consisting of six years of primary education, three years of lower secondary education and three years of upper secondary education in 1996. Accordingly, students who entered six-year primary education newly established in 1996 (that is, those who were born around 1984 or later) ordinarily receive 16 years of education to earn a bachelor’s degree. Some students, however, do not have to receive 16 years of education because of accelerated promotion and repetition of the same grade or reinstatement even in primary schools.

The school system in Cambodia consists of the primary education (Grade 1-6), lower secondary education (Grade 7-9), upper secondary education (Grade 10-12) and higher education (universities and vocational training schools). The Constitution and the Education Act state that the nine years from Grade 1 to 9 is mandatory education, but the school enrollment rate in Cambodia tends to decline for preschool education and secondary education (enrollment rates: about 20% for preschool education, about 96% for primary education, about 57% for lower secondary education and about 25% for upper secondary education)¹⁹. Also, because many public schools are divided into two courses in a day, the classrooms and teachers are not significantly short on numbers, as a whole, but there still is a large difference between the urban area and regions.

Regarding the training of school teachers, the primary school teachers are trained in 18 nationwide Provincial Teacher Training Centers (PTTC) and the secondary school teachers in 6 nationwide Regional Teacher Training Centers (RTTC), both for two years. The Ministry of Education, Youth

¹⁷ Abbreviation of “Science, Technology, Engineering and Mathematics”

¹⁸ JICA (2016) Data Collection Survey on Human Resource Development for Industrialization in the Education Sector in the Kingdom of Cambodia Final Report

¹⁹ EDUCATION CONGRESS Report (Ministry of Education, Youth and Sport, 29-31, March 2016)

and Sports (MoEYS) has decided to gradually shift the two-year teacher training course for elementary and junior high schools to a four-year course, and in 2018 “Teacher Training College” (TTC) have opened in Phnom Penh and Battambang Province. JICA is supporting the conversion of these teacher training courses into universities through grant aid and technical cooperation.

There are 118 higher educational institutions (universities, etc.) nationwide, of which 46 are national and public and 72 are private and which are supervised by the MoEYS or other ministries²⁰. A bachelor’s degree requires four years generally and five years in science and engineering departments. Many students desire to study abroad in advanced schools with scholarship to get university education of good quality.

1-1-5. Cambodia's Development Plan

At the First Cabinet Meeting of the Third Legislature of the National Assembly in July 2004, Prime Minister Hun Sen announced the Rectangular Strategy in a document indicating a comprehensive national development strategy for the new administration. After undergoing revisions in 2008 following establishment of the fourth administration and those in 2013 following establishment of the fifth administration, the current forth Rectangular Strategy was presented in 2018 following establishment of the sixth administration. Through this, with a central focus on “Acceleration of the Governance Reform,” the four elements of “Human Resource Development,” “Economic Diversification,” “Private Sector and Job Development,” and “Inclusive and Sustainable Development” are at the core of development (Figure 1).

²⁰ EDUCATION CONGRESS Report 2014-2015 (Ministry of Education, Youth and Sport, P42)

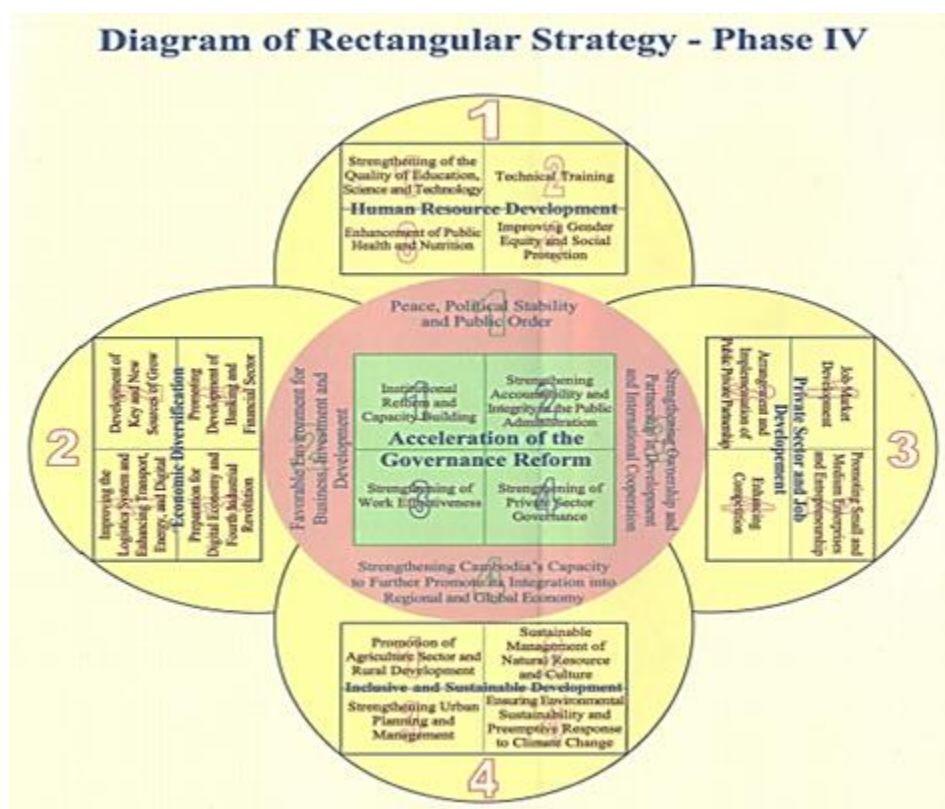


Figure 1 Rectangular Strategy - Phase IV

Moreover, according to the National Strategic Development Plan (NSDP) 2019-2023 formulated for implementing the Rectangular Strategy, the following four points are described as priority areas.

- (i) Ensuring sustainable economic growth of around 7% per annum which is resilient to crises through diversifying into new growth sources to widen the growth base and enhance competitiveness
- (ii) Creating more jobs, in terms of both quality and quantity aspects, for the citizens of Cambodia, especially for the youth through skill training, provision of job market information, improvement in working condition and promotion of business and investment inside and outside the country
- (iii) Achieving the poverty reduction target of below 10%, preventing the return of poverty
- (iv) Further strengthening the capacity and governance of public institutions, at both national and sub-national levels, to ensure effectiveness and efficiency of public services delivery aimed at serving the people better as well as improving the business and investment environment.

With the aim to be upgraded to a upper-middle income economy by 2030 while enjoying the benefit from ASEAN economic integration, the Cambodian government announced the “Cambodia Industrial Development Policy 2015 - 2025” in 2015, which states that Cambodia

aims to shift from the current economy based on labor-incentive industry to the economy based on knowledge-incentive industry, with three purposes to: (i) increase the rate of the secondary industry in GDP to 30%; (ii) diversify the export industries; and (iii) foster small and medium-sized corporations. To achieve these purposes, the said Policy states that the government will develop policies related to the invitation of direct investments, promotion of technological transfer to local industries, fostering and modernization of small and medium-sized corporations, improvement of operations of existing laws and regulations, human resources development, infrastructure development, expansion of transportation services, promotion of information technology and financial systems²¹.

1-2 Background of the Project

As already mentioned, Cambodia has achieved peace in 1991 and is steadily on the way of rehabilitation and development. In the Rectangular Strategy phase 4, announced by the Cambodian government in 2018, 4 pillars of growth are focused: Human Resource Development,” “Economic Diversification,” “Private Sector and Job Development,” and “Inclusive and Sustainable Development” with “Acceleration of the Governance Reform,” placed in the center. Along with the realization of the Rectangular strategy, while enjoying the benefits of the ASEAN economic integration, Cambodia is aiming to upgrade themselves to the middle income country.

While Cambodia has been achieving a steady economic growth, it is in a situation where the ability and framework of employees, organizations, systems, finances, etc. of the government organization that handle each development issue are insufficient in general in comparison with the issues they have to work on. NSDP 2014-2018 also suggests that the capacity building of human resource in government organizations is one of the important issues. Fostering the core personnel in the government organizations is an ongoing and urgent issue in this country.

Cambodia is located in a geopolitically advantageous place from an economic viewpoint and Japanese corporations are increasingly coming. Given its importance in the whole ASEAN as well, the Cambodian growth as a democratic nation will be crucial for the peace and stability of Asia which are closely related with the security and economic issues of Japan, and a more enhanced relationship between these two countries is expected hereafter.

It is expected that this project will improve administrative abilities and train government officers who will form the core for institution-building, and will contribute to solving development issues which Cambodia faces.

²¹ JETRO (2016) World Trade and Investment Report (Cambodia) 2016 Edition

1-3 Civil Service System in Cambodia

1-3-1. Administration system and government officers

(1) Framework of Cambodia's public servant personnel system

The current framework of the Cambodian civil servant system is prescribed in the law on the General Statute of Civil Servants established in 1994 and is administered by the Ministry of Civil Service in accordance with the incidental kret (Royal Decree), anukret (Sub-decree), and prakas (Decision). With the “Serving People Better” as the basic objective of civil servants, the Cambodian government is promoting the motivation of civil servants, improvement of the loyalty and specialty and enhancement of the public servant system in order to improve a transparency, efficiency and suitability of the project so that the public services may be effectively provided.

With an idea that individual public servants’ deep understanding of laws, which are the base of public servant system, is important to achieve the objective of “Serving People Better,” the government is regularly distributing the “handbook for civil servants” to help them easily interpret the public servant statute in order to promote a transparent, credible and efficient legal governance.

The public servants are classified into three categories from A to C according to the educational level and duties. Each of categories A and B is classified into three Grades and each Grade is further classified into four to six Steps. Category C is classified into 10 Steps without Grade (See Figure 2). Till 2014, there were four categories which have more segmentalized Steps but in 2015 the categories are organized as existing²².

Each of the ministries establishes the rules for each internal Body, in accordance with which the promotion and salary rise are determined. The employees will be upgraded to the next Step basically every two years. When an employee is upgraded to the Grade 3 or the highest Step of Grade 2, he/she will go to the lowest Step of the next Grade (for example, from Grade 3, Step 1 to Grade 2, Step 4). Salary Index is determined to each corresponding step indicating the level of basic salary, and the basic salary is calculated by multiplying the salary index by the unit price which is announced by the government annually (1 Index = 1,900 Riel in 2017). In addition, the position allowance according to the post is paid as well as supplemental allowance, regional risk allowance, family and other allowances.

²² According to interviews with the Ministry of Civil Service.

Category A	Grade	3				2				1					
	Step	4	3	2	1	4	3	2	1	6	5	4	3	2	1
	Salary Index	345	354	364	379	394	410	426	443	461	479	496	513	531	550
Category B	Grade	3				2				1					
	Step	4	3	2	1	4	3	2	1	6	5	4	3	2	1
	Salary Index	300	308	318	331	344	358	369	380	393	407	421	436	453	470
Category C	Step					10	9	8	7	6	5	4	3	2	1
	Salary Index					265	274	284	295	307	321	335	352	370	390

Figure 2 Category, Grade, Step and Salary Index

(2) Recruitment

Civil servants in Cambodia are recruited through the competitive examination conducted by each ministry under supervision of the Ministry of Civil Service. Recruitment examination is conducted for job vacancy, if any. Commonly to all ministries, an applicant must: (i) be a Cambodian national; (ii) be no younger than 18 years of age and no older than 25 years of age; and (iii) have no prior criminal record. About the age limit prescribed in item (ii), however, the doors were opened to many people from January 2017, for example, a holder of doctorate degree is no longer subject to age limit and a holder of master's degree and a holder of bachelor's degree are considered to be qualified up to 40 years of age and 35 years of age, respectively. Candidates belonging to ethnic minority, coming from remote regions, as well as women, are encouraged and preferentially treated in the selection. After a probation period of 12 months after recruitment, the recruited are officially employed for life. There is another recruitment program where the Royal Administrative Academy make recruitment and, after the initial training, assigns the recruited to ministries in consideration of the trainees' specialty field, outcome of the training, etc.

(3) Promotion and transfer (career path)

All employees are assigned to Grade 3 of any Category basically when employed. Once assigned, they will be promoted with advancing age. Upgrading to one higher Step usually requires two years, as a rule. One who shows outstanding ability may be promoted irrespective of age within the rules of each Body. It is said that one who experienced overseas study, such as JDS project, receives a higher level of salary after return.

Promotion requires an inclusion in a list of candidates. In January every year, an employee who meets the promotion standards will submit an assessment sheet with note of his/her supervisor to a ministry or secretariat to which he/she belongs and the administrator will prepare a list of candidates according to such sheet.

The Cambodian civil servant system does not have a practice to relocate personnel periodically. Besides, the personnel relocation between ministerial departments is very few. One who desires to be relocated must coordinate with a desired department and submit a request of relocation for consideration by him/herself.

(4) Gender mainstreaming

Regarding the gender mainstreaming in the Cambodian civil servant system, the Ministry of Women's Affairs was established in 1996 and takes initiatives in advancing the gender mainstreaming in cooperation with other ministries and agencies. In addition to the aforesaid rectangular strategies and NSDP, the Neary Rattanak V (i.e. fifth five-year gender equality promotion plan) established in 2020 shows the direction to and specific goal of the gender mainstreaming in Cambodia. The previous strategic plan set up the promotion of women's participation in decision makings in the government, and the gender mainstreaming in policies and programs as one of the top priorities and its another objective was to increase the rate of female civil servants to 40%. The description of the latest Fifth Plan (2019-2023) shows that in 2018, 41% of female civil servants in central and rural areas accounted for 41%²³. As a background to this, the Ministry of Civil Service has established guidelines for hiring female civil servants as indicated in the guidelines, and as aforesaid, the women are preferentially treated in the recruitment examination for civil servants. Besides, while men's retirement age is 58 years old for Category B, and 55 for Category C, respectively, women's retirement age is 60 in all Categories, which seems to affect the improvement of gender balance.

1-3-2. Human resources development system

Because many human resources and social infrastructure were lost in the civil war and the higher educational institutions could not provide its function well for a long time, number of civil servants who have ability to fulfill duties necessary for administrative operations is still not sufficient. Accordingly, for Cambodia to aim the development of social economy, in addition to procure the managing staff, to improve the ability of general officers and the training is very much needed.

Regarding a human resources development institution for public servants, the Royal Administrative Academy was reconstructed in 1995 with supports of France and conducts the introductory training for prospective managing staff, etc. and the ongoing training for government officers as a training institution intended to develop the ability of civil servants. The trainings include the two-year introductory training for prospective managing staff (corresponding to university graduates), one-year general introductory training (corresponding to junior college graduates) and the ongoing training for civil servants. Of the above trainings, the initial training corresponding to university graduates accepts application once in two years and the trainees who completed such training are expected as prospective managing staff for whom the salary grade (position allowance) is set higher than for the ordinary recruited.

²³ According to the statistics of the Ministry of Civil Services in 2016, the ratio of women in civil servants is about 38%, which has been increasing year by year from 32% in 2007.

1-4 Trends of the Japan's ODA to Cambodia

In the 34th ASEAN Summit held in June 2019, ASEAN Outlook on the Indo Pacific (AOIP) was organized. This emphasizes that ASEAN is located at the core of the Indo-Pacific region, engaging in a vision of the Indo-Pacific region unique to ASEAN comprising the main four areas of Maritime Cooperation, Connectivity, UN Sustainable Development Goals 2030, and Economic and Other Possible Areas of Cooperation.

In the 23rd ASEAN-Japan Summit held in November 2020, the Japanese Government expressed strong support for AOIP because both the AOIP and the Japan's Free and Open Indo-Pacific (FOIP) concept share relevant fundamental principles. Moreover, in order to implement synergy with such concept, the Japanese Government also presented a policy for offering cooperation for specific implementation of AOIP. Furthermore, Japan launched the Japan-ASEAN Connectivity Initiative and announced human resource development of 1,000 persons contributing to enhancement of connectivity over the next three years.

Japan and Cambodia established a diplomatic relationship in 1953, and in 2018 they celebrated the 65th anniversary since such establishment. According to the summit meeting with Prime Minister Hun Sen in Cambodia in 2013, the mutual relationship was raised to the level of a strategic partnership. Moreover, in August 2020, Minister for Foreign Affairs of Japan Motegi visited Cambodia, stating that Japan would support the development of the economy and democracy by young politicians in Cambodia based on Japan's Free and Open Indo-Pacific (FOIP) concept and AOIP connectivity in the future as well. Moreover, representative examples of Japanese projects associated with AOIP in Cambodia include the National Road No.5 Improvement Project and the Sihanoukville Port New Container Terminal Development Project.

In relation to the amounts achieved for bilateral assistance involving the two countries, during the period from 1992 until the second half of the 2000s, Japan has provided Cambodia with the largest assistance in extensively wide areas, accounting for 15% (i.e., 152.07 million U.S. dollars for Cambodia's economic cooperation) of all related projects²⁴. It can be thought that Japan will develop projects contributing to the purpose of Japan's Free and Open Indo-Pacific (FOIP) concept and AOIP in the future as well. Transition in assistance performance by the main donors in recent years is set forth in Figure 3.

²⁴ OECD/DAC, OECD.Stats China does not have ODA statistics, and statistics based on the same standards have not been published. In general, China's aid to Cambodia (grant aid and loans) exceeded \$ 100 million around 2008-2009, and is said to have become Cambodia's top donor alongside Japan. (Juichi Inada, 2013, "Cambodia Reconstruction and Development Process and Japan's Assistance and Investment", Annual Social Science Report 47, 3-25)

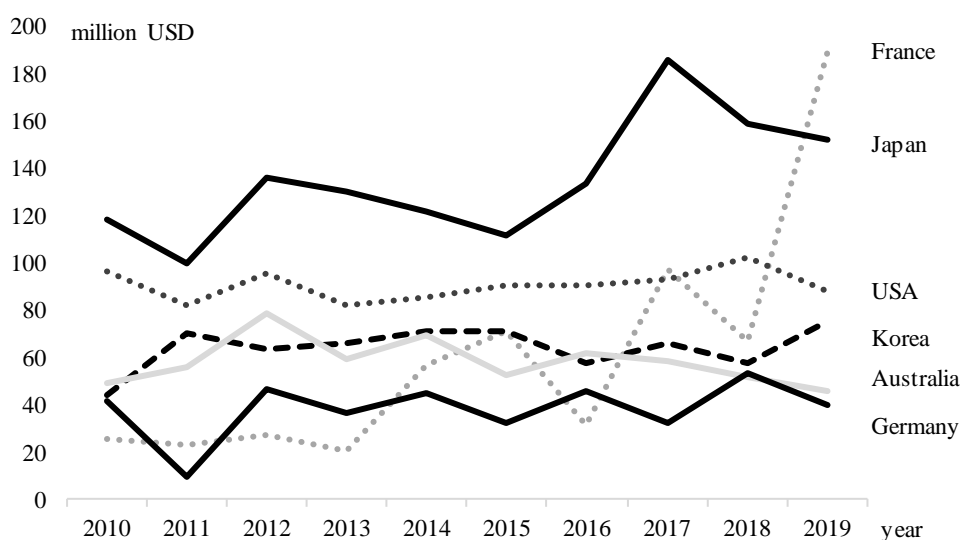


Figure 3 Changes in aid expenditure of major donors to Cambodia
(Dollars in millions, based on aggregate spending)

The Development Cooperation Policy for Cambodia formulated by the Government of Japan in July 2017 sets its basic policy as “Support the Further Strengthening of Socio-Economic Foundations to Achieve an Upper-Middle Income Country Status by 2030.” Based on this policy, Japan sets three pillars of priority for its assistance and 6 development issues. JDS is highly relevant to the assistance policies of both Japanese government and JICA in relation to ODA programs (Table 5).

Table 5 Country Assistance Policy for Cambodia by Japanese Government

Basic Policy (Overall Goal)	Priority Areas (Mid-term Goal)	Development Issues (Short-term Goal)
Support the Further Strengthening of Socio-Economic Foundations to Achieve an Upper-Middle Income Country Status by 2030	Industrial Development	<ul style="list-style-type: none"> ● Enhancement of Industrial Competitiveness ● Agricultural Promotion / Rural Area Livelihood Improvement
	Better Quality of Life	<ul style="list-style-type: none"> ● Improvement of Urban Living Environment ● Improvement of Healthcare and Social Security System
	Realizing a Sustainable Society through the Strengthening of Governance	<ul style="list-style-type: none"> ● Strengthening of Governance ● Initiatives for Public Goods

1-4-1. Japanese government’s scholarship programs

As of May 2020, 279,597 international students (government-sponsored and privately- financed)

are receiving education in Japan²⁵. Looking at the number of international students by region of origin, students from Asian region account for 94.6%. As for the number of international students by nationality, there are 696 students from Cambodia. The number of international students from Cambodia to Japan has increased sharply over the past decade, about twice as many as in the early 2010s (Figure 4).

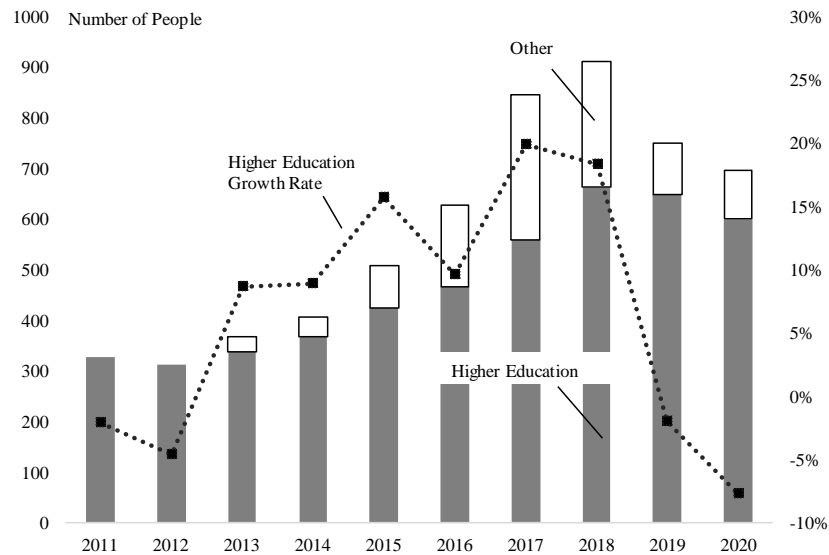


Figure 4 Number of Cambodian students to Japan (past 10 years)²⁶

Mainly five organizations operate programs for Cambodia students studying in Japan sponsored by the Japanese government. There are three major types of programs which target government officers like JDS: Young Leaders' Program (YLP), a scholarship student program sponsored by MoEYS; scholarship student programs operated with contributions from the Japanese government to international organizations; and JICA's long-term training programs. Table 6 describes the outlines of these programs.

²⁵ Japan Student Services Organization (JASSO) "Survey Results of Reiwa 2020

²⁶ Source: Japan Student Services Organization (JASSO) : annual survey on international students

Table 6 Japanese government's scholarship programs²⁷

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

²⁷ Created by a survey team based on the materials.

JICA	Long Term Training Program	A technical cooperation program to accept outstanding young human resources from counterparts to JICA projects in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.
Japan Foundation	Japanese Studies Fellowship Program	In order to promote Japanese Studies overseas, this program provides support to outstanding foreign scholars, researchers, and doctoral candidates in Japanese Studies by providing them with the opportunity to conduct research in Japan. Natural sciences, medicine, or engineering fields are not applicable. Maximum 14 months.

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

Japanese government-sponsored scholarship programs for international students was started in 1954. Since 1992 when Cambodia concluded a peace agreement, there have already been more than 1,000 people. Cambodia has sent their people to Japanese government scholarship students in all programs. The recruitment record from Cambodia since 2012 has been increasing every year, exceeding 200 people in FY 2016. In 2020, 180 people were studying in Japan. Among them, the number of doctoral students was 40 and that of master's programs was 45 which was highest number for doctoral and master students in the last decade²⁸.

²⁸ Source: Japan Student Services Organization (JASSO): annual survey on international students

Table 7 Overview of Research Student and YLP in MEXT Scholarship Program

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

(2) JICA's Studying abroad Projects in Cambodia

In 2020, international students from Cambodia came to Japan mainly through four JICA study abroad related projects in addition to JDS.

Table 8 JICA Study Abroad Project (2020 International Students in Japan)

Project	Degree/ Number of People	Field	Target Person
Innovative Asia	Master / 4	Science / Engineering / Agriculture / Livestock / Fisheries / Social / Regional Development Studies	Other
AGRINET	PhD. / 1	Environment / disaster prevention	Government Officers
Children Learning	Master / 5	Education / Humanities	University / Research Institute
KIZUNA Program	Master / 1	Resources / Energy	Government Officers

"Innovative Asia" invites excellent students to Japan for long-term and short-term training (study abroad programs at universities, internships at Japanese companies, etc.) with the aim of contributing to the improvement of the innovation environment in both Japan and developing countries in Asia in terms of human resource development. The "Agricultural Network for Food Security (Agri-Net)" aims to develop human resources in developing countries in the field of agriculture, forestry and fisheries by studying at Japanese universities for obtaining master / doctoral degrees. Regarding "improving children's learning," Cambodia is proceeding with the transition of teacher training courses from a two-year system to a four-year system, and there is an urgent need to train high-quality instructors. Five teachers from Cambodia teacher training school are studying abroad under this program. The "Training Program for Human Resources Development in the Mining Sector (Kizuna Program)" is a project that began with the objective of strengthening the human network with Japan through the development of talented people in developing countries responsible for sustainable mining development. Approximately 200 people in the decade from March 2014 are planning to be accepted for doctorate and master's degree program in Japanese graduate school. By 2019, 110 students from 23 resource-rich countries such as Southeast Asia, Africa and Latin America studied abroad under the program.

Regarding the demarcation between above-mentioned JICA study abroad-related project and JDS, the target person for "Innovative Asia" is students, and that of JDS is government officers. Therefore, these two project is clearly distinguished in terms of target person. Regarding "AGRINET", a doctoral student is currently staying in Japan under this program. Since the number of slot for JDS doctoral program is not set according to the study field, it is possible to select JDS doctoral fellows considering the trends of doctoral students in the other JICA programs. "Children's learning" overlapped with the target person of JDS in the educational field, but from the next phase, teachers were excluded from the target person of JDS, and the demarcation was achieved (See Chapter 2, 2-1-1 The Project Design). The study field of "Kizuna Program" is resources and energy, and the demarcation has been achieved in terms of the study field. For this reason, it is thought that all demarcation between JDS and other JICA study abroad-related projects was achieved.

1-4-2. Situation of private cooperation and exchange

In relation to the inflow of funds by Japan for developing countries, private funds assumed an opposite orientation in comparison with those offered by ODAs in the period since the second half of the 1990s. In relation to the percentage for inflow of funds in 2015, private funds accounted for 83.5%, compared with 16.5% from ODAs. Moreover, one of six main elements of the general-account budget for ODA of the Ministry of Foreign Affairs in FY2020 is "promoting proactive economic diplomacy" in which enhancement of public-private partnership is included, such as through use of ODAs. Demand in development funds for developing countries cannot be covered

by ODAs, and ODAs are expected to function as promoters for the inflow of private funds²⁹.

Under the situation as described above, the number of Japanese companies penetrating in the market of Cambodia has reached 320, a figure that saw a roughly doubling trend during the last five years. On the other hand, the percentage by country regarding the structure of direct investments (1994-2019) was 21% for China, 6.16% for Korea, and 5.01% for UK. However, the figure for Japan remains at 3.13%. The amounts invested by China are currently overwhelming those of other countries. In light of the ODA role as seen in the above public-private partnership, Japan has regularly held public-private joint sessions based on the Japan-Cambodia Bilateral Investment Treaty of 2007. In February 2021, the 21st session was held and ministries and government offices on the side of Cambodia, JICA, JETRO, the Japanese Business Association of Cambodia (JBAC), and others attended the session. In such session, points at issues, etc. confronted by Japanese companies were discussed.

Japan provides Cambodia with relevant tangible-factor assistance (e.g., the Sihanoukville Port New Container Terminal Development Project as the Japan-ASEAN Connectivity Initiative and the Project for the Development of Port Electric Data Interchange (EDI) System for Port Modernization). In addition, in order to foster industrial personnel that are able to handle diversification of industrial structure and high value-added industry, Japan is involved into intangible-factor assistance (e.g., development of diploma courses for public vocational training institutions). Japan makes efforts for forming foundations in Cambodia that would attract private funds.

1-5 Trend of Other Donor's Aid

In Cambodia, numerous developed countries, international institutions, and private enterprises implement scholarship projects. The purposes of each such project are diversified and mainly target students. However, KOICA implements scholarship projects for the purpose of human resource development contributing to the development of the home country, as is the case with the JDS project. Moreover, due to impact by spread expansion of COVID-19, some donors have temporarily ceased engaging in scholarship programs (e.g., New Zealand Scholarships).

In the preparatory survey in question, it was requested that Cambodian governmental institutions answer questionnaire slips about scholarship programs for offering opportunities for studying abroad. Many institutions (i.e., eight) answered the Australia Awards Scholarship (the leading answer), as per the following Table. The second-most frequent answer was the KOICA Scholarship Program (Korea). The KOICA Scholarship Program is characterized by targeting civil servants, as is the case with JDS, which is of help for government institutions to highly recognize the existence of KOICA. BGF (Bourses du Gouvernement Français) is highly recognized by the Phnom Penh Water Supply Authority (PPWSA). The Chinese Government

²⁹ JICA "Overview and Prospects of Overseas Investment and Loans-Aiming to Mobilize Private Funds and Knowledge-" (January 25, 2019))

Scholarship was highly recognized by government institutions related to infrastructure and climate areas. There were no government institutions that answered the Fulbright Scholar Program (U.S.) or the Chevening Scholarship (UK). Detailed information about targets by other donor scholarship programs and their methods for recruitment and screening is provided hereinafter.

Table 9 Other Donor's Scholarship Programs in Cambodia

Program	Target	Degree	Field of study	Government agencies that answered the questionnaire
Australia Awards Scholarship (AAS)	Open recruitment	Master, Doctor Postdoctoral	None specified	8 organizations: Ministry of Agriculture, Forestry and Fisheries, Ministry of Industry, Science, Technology and Innovation, Ministry of Mines and Energy, Ministry of Commerce, Ministry of Foreign Affairs and International Cooperation, Ministry of Interior, Ministry of Water Resource and Meteorology, National Bank of Cambodia
French Government Scholarships	Open recruitment	Master, Doctor	Law, Economy, Language, Archeology, Anthropology, Agriculture, Engineering	2 organizations : Phnom Penh Water Supply Authority, Siem Reap Water Supply Authority
Fulbright Scholarship	Open recruitment	Master, Doctor	None specified	
Chevening Scholarship	Open recruitment	Master (1year)	None specified	
KOICA Scholarship	Government officers	Master	Science, Governance, Agricultural and Rural Development, Economic Development, ICT, Health System Strengthening	7 organizations; Electricite de Cambodge, Ministry of Land Management, Urban Planning and Construction, Ministry of Mines and Energy, Ministry of Environment, Ministry of Foreign Affairs and International Cooperation, Ministry of Interior, Ministry of Water Resource and Meteorology
Chinese government scholarship	Open recruitment	Bachelor, Master, Doctor	None specified	3 organizations: Electricite de Cambodge, Ministry of Environment, Ministry of Water Resource and Meteorology

(1) Australia Awards Scholarship

The purpose of the Australia Awards Scholarship is to aim at prosperity and stability in Cambodia and the Indo-Pacific region and to foster next-generation leaders, allowing relevant personnel to acquire degrees in graduate schools in Australia (i.e., master's degrees and PhD degrees). In 2020,

35 Cambodians acquired master's degrees through this program. Targeted personnel are required to be civil servants and to have work experience of two years or longer in universities, research institutes, citizen's groups, media, private enterprises, etc. Required English proficiency is IELTS 5.5 or higher for master's degrees (coursework) and IELTS 6.5 or higher for master's degrees (research) and PhD degrees. Some schools may require applicants to have higher scores than those mentioned above. Moreover, when candidates with IELTS 6.5 or less passed courses related to master's degrees (coursework), English training prior to entry into Australia of six months at maximum can be provided. The recruitment period in 2021 lasts three months from February 1 through April 30. An online application system unique to such scholarship program has been adopted; however, it is possible to bring application forms, etc. to embassies and submit the same by mail. Subsequently, those who have passed such scholarship program are determined after document screening processes and interview examinations.

(2) BGF (Bourses du Gouvernement Français)

BGF (Bourses du Gouvernement Français) will allow relevant personnel to obtain degrees (master's degrees or PhD degrees) in graduate schools in France. There exist two types of scholarships: (a) scholarships for providing tuition and social security money only; and (b) full scholarships for providing all expenses, including living expenses. This program lasts 10 months for master's degrees and 18 months for PhD degrees. This program is implemented based on an open application system, and its targeted scope is wide. As long as applicants are Cambodian citizens, it is possible to apply for this scholarship program. Screening examinations for such scholarship program and universities differ from each other. Thus, it is possible to take multiple university examinations; however, it is necessary to pass each university examination separately. Moreover, applicants may choose the program examination in English and French. When applicants intend to choose English programs, CEFR B2 (equivalent to IELTS 5.5) or higher as a level of required English proficiency is needed. The deadline for application in 2021 was until March 26, and it was necessary to bring application forms, etc. to French embassies or transmit the same attached to email. Scholarship examiners make final decisions following document screening processes and interview examinations. Moreover, separately from the aforementioned scholarship program, a scholarship program for PhD degrees for students with master's degrees in the STEM fields who aim at becoming university faculty members and researchers in Cambodia in the future is also provided. This program is cosponsored by the Ministry of Education, Youth and Sport of Cambodia.

(3) Fulbright Scholar Program

The Fulbright Scholar Program was established in the United States Congress in 1946, allowing relevant personnel to obtain degrees (master's degrees or PhD degrees) in U.S. universities with the aim of boosting mutual understanding between the U.S. and another country. As far as Cambodia citizens are concerned, it is possible to take examinations for this program. The required English proficiency is IELTS 7.0 or higher, which is higher than that required by other

countries' scholarship programs. The deadline in 2021 was June 15, and it is only possible to apply for this program through its unique online application system.

Moreover, a short-term overseas studying program of six weeks in the U.S. is also implemented as a separate Fulbright Scholar Program targeting teachers for junior high and high schools in Cambodia. The required English proficiency is set as being relatively low, at the level of TOEFL 450 (equivalent to IELTS 4.0). Furthermore, it is possible for candidates with TOEFL 420 to 450 (equivalent to IELTS 3.5) to be selected under the condition that they will take prior English training provided by such scholarship program prior to entry into the U.S.

(4) Chevening Scholarship (UK)

The Chevening Scholarship (UK) is a government-sponsored overseas studying system established in 1983. The purpose of this program is to foster worldwide young elites, including those in Japan, through recruitment for master's degrees (one year). Applicants who have work experience of two years or longer are eligible. The period for recruitment in 2020 was about 2.5 months from September 20 until November 3. It is only possible to apply for this program through its unique online application. Subsequently, document screening processes are conducted by Reading Committees during the period from November to December, and only for to candidates who have passed such document screening processes, another round of document screening processes are conducted again by British Embassies. In March of the following year, interview examinations by British Embassies targeting those who have passed the document screening processes are implemented, and successful candidates for the scholarship are determined in June. The period for solicitation screening overlaps that for JDS. In relation to this scholarship program, applicants are required to choose three universities to which they are planning to apply during the stage for application and to be admitted by one of such three universities themselves. Unless admission takes place by July, qualification for the scholarship becomes invalid. There is no description about the level of English-language qualification requirements; however, in light of the nature of graduate schools in the UK, considerably high English proficiency is deemed to be required when applying for universities.

(5) KOICA Scholarship Program

The KOICA Scholarship Program targets countries obtaining ODA assistance included in a DAC list established in 1997. 4,200 persons from 80 countries have obtained master's degrees thus far. Although targeted personnel are government employees of 40 years of age or younger, some international NGO employees are entitled to apply for this program. Moreover, universities for which candidates are able to apply are fixed, and screening for the scholarship program and universities accepting candidates are matched, which is similar to JDS. The period for solicitation in 2021 ended on March 29, and applicants were required to submit application forms, etc. to the KOICA Scholarship Program offices or Korean Embassies in targeted countries. During the period from March 27 through April 7, interviews through the KOICA office or Korean Embassies

were implemented. During the period from April 8 through April 21, document screening processes by accepting universities were implemented. During the period from April 28 through May 12, phone or online interviews by accepting universities were conducted. Subsequently, after undergoing health checkups, successful candidates are determined. There are no descriptions about English proficiency with regard to eligibility. Thus, discretion for such proficiency requirement is thought to be totally left up to accepting universities.

(6) Chinese Government Scholarship

The Chinese Government Scholarship is divided into various types. In addition to the Great Wall Program cosponsored with UNESCO, the EU Program and the AUN Program limiting targets to those who are from Europe countries and the ASEAN region, and the WMO Program limiting to meteorology, there exists the Bilateral Program, etc. implemented through Chinese Embassies of each country. Furthermore, there exist scholarship programs called the Belt and Road China that take the Belt and Road Initiative into account. All government scholarship programs are organized by the China Scholarship Council (CSC).

The solicitation period is the period from December until April each year. Final results are announced in July, and successful applicants are admitted in September. When applying for the scholarship, applicants are required to obtain permission for admission directly by faculty members from among 274 applicable universities disclosed on the CSC website. In addition to application for a scholarship via the CSC's online application system, it is necessary to transmit application forms, etc. to desired universities by mail. Age limit has been set at the time of application, up to 25 years old for bachelor's degrees, up to 35 years old for master's degrees, and up to 40 years old for PhD degrees.

It is possible to apply for both the Chinese program and the English program. When successful applicants have chosen the Chinese program, such applicants are able to take Chinese training for a year, and CSC recommends that such applicants take the Chinese program. As far as application for the English program is concerned, applicants are not required to submit IELTS or TOEFL scores. Instead, it is necessary to obtain English proficiency certificates from universities that comprise candidates' educational background (i.e., the last schools they attended) and from which they have graduated.

Chapter 2. Contents of the JDS Project

2-1 Overview of JDS Project

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

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

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

The JDS framework was formulated and agreed upon by Ministry of Education, Youth and Sports under the confirmation with the operating committee members in the field survey conducted from December 2020. In order to further strengthen the development of human resources who will be responsible for development in Cambodia, the target organization system implemented in the current phase, the number of recipients of each development issue and the host university were reviewed and agreed with the Cambodian side.

In addition, the Japanese side proposed that the number of slot for the JDS doctoral degree program remained same as 2 slots each year in the next phase based on the survey results from the number of applicants in the current phase, the needs of each ministry, and the doctoral degree acquisition rate among officers in influential posts, and an agreement was reached with the Cambodian side.

2-1-1 Project Design

Table below shows the JDS priority areas and key development issues and expected degrees identified on the basis of the field survey conducted from December 2020.

Table 10 Framework of JDS Cambodia (intake FY2022-2025)

JDS Target Priority Areas (Sub Program)	Development Issues (Component)		Expected Research Areas	Slot	
				-2020	2021-
1. Industrial Development	1-1. Enhancement of Industrial Competitiveness	1-1-1. Infrastructure Development	Logistics, transportation policy, building system, electric power, information and communication, national land planning, urban transportation, urban development (urban management, urban planning)	3	2 (-1)
		1-1-2. Private Sector Development	Investment / trade promotion, tariff policy, SME / entrepreneur development	3	2 (+1)
		1-1-3. Improvement of Education Quality	Educational finance, education policy, higher education / secondary education / primary education / preschool education quality improvement, educational access / inequality correction, teachers (personnel, evaluation), non-formal education, special needs education, school management	4	3 (-1)
	1-2. Agriculture and Rural Development		Agricultural development economy (agricultural statistics, agricultural economy, agricultural product distribution), agricultural civil engineering (irrigation, river development) related policies, food hygiene, forestry (climate change)	2	2 (0)
2. Better Quality of Life	2-1. Improvement of Urban Living Environment		Water and sewage operation management, waste	3	2 (-1)
	2-2. Improvement of Healthcare and Social Security System		Social protection (medical insurance), maternal and child health, infectious diseases (including infectious diseases), non-infectious diseases, nutrition, food hygiene, strengthening of health system	2	2 (0)
3. Strengthening of Governance	3-1. Improvement of Administrative Functions		Decentralization, local administration, national development policy, macroeconomics / finance, finance (microfinance), gender	3	4 (+1)
	3-2. Legal and Judicial Development		Legal system operation, tariff / SEZ related law development, labor related law	2	2 (0)
	3-3. Building of International Relations		International politics, international economy, ASEAN regional integration, foreign policy	2	3 (+1)

(1) Number of JDS fellows, Component and Research Theme

In the preparatory survey, the high needs of JDS from the Cambodian side and the consistency of the development issues and assumed research fields in line with Japan's national development cooperation policy for Cambodia and the national development plan in Cambodia were confirmed. Therefore the total number of slots, development issues, and research themes were kept same at the next phase. As the main modification of the next phase, the number of slots for each development issue and an agreement was changed as Table 11.

The rationale for changing the number of slot for each development issue is based on the following three main viewpoints.

① Increase or decrease based on JICA's project area

In order to further enhance the effectiveness of JDS, strategic efforts such as pursuing the selection and operation of people with high diplomatic significance are required. Therefore, the number of slots for the development issues applicable to the policy in terms of fostering diplomatic, policy making, and economic development was increased, and the number of slots for the development issues with a strong engineering background, such as infrastructure development and environmental improvement, was reduced.

Table 11 Increase / decrease of each development issue based on JICA project area

Project Area 1: Political and legal fields (politics, law, administration, etc.)
● 3-1. Improvement of Administrative Functions: One Slot Increased (3⇒4)
● 3-3. Building of International Relations: One Slot Increased (2⇒3)
Project Area 1: Economic areas (economic, financial, industrial development, management, etc.)
● 1-1-2. Private Sector Development: One Slot Increased (3⇒4)
Project Area 3: Social development areas (education, health, national land development, environment, disaster prevention, etc.)
● 1-1-1. Infrastructure Development: One Slot Decreased (3⇒2)
● 2-1. Improvement of Urban Living Environment: (3⇒2)
Project Area 4: Science, Technology and Innovation (Engineering, Science, Agriculture, Medicine, IT, Manufacturing, etc.)
None

② Demarcation with other JICA Study Abroad Program

From the point of view of demarcation, the overlap with similar JICA study abroad programs was removed. Other than JDS, JICA's long-term training programs are being implemented in Cambodia. In particular, the JICA's long-term training program "Improving Children's Learning", which overlaps with the JDS development issue "1-1-3. Improvement of Education Quality," is being implemented. In 2019, five teaching staff at teacher training schools and high school were sent to study in Japan under this program. In view of the JDS purpose, which is to nurture core human resources in central ministries and agencies, it was decided that engineering university instructors and teacher training university / teacher training school instructors will be removed from the eligibility of JDS to prevent from the overlap between JDS and other JICA project. In addition, in the current phase of JDS, the number of slot in the field was set to 4 which was larger compared to the other fields. In light of the removal of the teaching staff from the eligibility of JDS, it was decided that the number of slots in this field will be also reduced by one in the next phase.

● <u>1-1-3. Improvement of Education Quality: One Slot Decreased (4⇒3)</u>
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③ Result of applicants and the number of potential applicants in the current phase

Regarding the development issue "2-2. Improvement of Healthcare and Social Security System ",

increasing the number of slots was considered in light of the lack of similar JICA's long-term training programs and the impact of the new coronavirus. In interviews with the ministries and agencies, such as Ministry of Health and Ministry of Regional Development, the survey team was able to confirm high needs from these ministries, but the ministries also responded that there were few government officers with sufficient English ability who could be potential applicants for JDS. Since it was confirmed that other JICA's long-term training programs are newly planned to accept government officers in the related field, it was decided this field is kept the same status as the current phase without increasing the number of slots.

● 2-2. Improvement of Healthcare and Social Security System: No change (2⇒2)

(2) Target Organization

Japanese side suggested abolishing the target organization system for each development issue and introducing the target organization system for the entire JDS framework and Cambodian side has agreed to it. The target organization system was introduced to increase the number of JDS returned fellows in specific fields with the aim of forming critical mass within the specific organization. In the next phase, the target organization of the entire JDS will be established so that the eligible applicants from target organizations can apply in all JDS development issue fields. For example, as shown in Table 13, in the current phase, despite the high needs in the field of infrastructure development, government officers from the Ministry of Industry, Science, Technology and Innovation, Phnom Penh Autonomous Port, and Siem Reap Water Supply Authority were not able to apply for JDS in the field of infrastructure as these organizations were not included as the target organization in the field. However, in the next phase, all target organizations can apply for JDS in all fields.

As the reason why the target organization system will be modified is that it has been pointed out that the introduction of this system decreased the freedom to apply, which led to fewer applicants, and brought about the possibility that this system has caused the government to miss out on some excellent government officers³⁰. The survey team, therefore, suggested the abolition of the current target organization system.

This survey revealed that some countries covered by the JDS scheme have abolished the target organization system linked to each development issue. All of them saw a dramatic increase in the number of applicants a year later. The main reason to abolish it is to improve the quality of applicants, and these increases in the number of applicants due to the broadened freedom of application might be considered to contribute to an increase in the opportunity to hire excellent government officers.

³⁰ "Is the quality of invited international students by the Japanese government declining? -Case of JDS Scholarship Cambodia Project-" Taishi Morishita https://www.jstage.jst.go.jp/article/jids/28/2/28_123/_pdf/-char/ja

Table 12 countries that have abolished the target organization system in the past

Country	Year of abolition	No. of applicants before abolition	No. of applicants after abolition
Philippines	2016	55	127 (+72)
Kyrgyzstan	2018	75	95 (+20)
Sri Lanka	2017	50	69 (+19)

As a result of the questionnaire survey to each ministry under this survey, the following development issues of Cambodia JDS, which is in dire need of human resource development, were identified. These results also indicate that multiple ministries are in need of JDS concerning development issues that are not included in the current phase of the JDS scheme. Accordingly, it has been decided to abolish the current target organization system from the next phase to draw in excellent applicants.

Table 13 Human resource development needs of each institution

Development Issues	1st priority	2nd priority	3rd priority
Infrastructure Development	<u>Ministry of Industry, Science, Technology and Innovation</u> , Ministry of Land Management, Urban Planning and Construction, Ministry of Mines and Energy, Ministry of Posts and Telecommunications, Sihanoukville Autonomous Port, <u>Phnom Penh Autonomous Port, Siem Reap Water Supply Authority</u>	Ministry of Rural Development	
Private Sector Development	Ministry of Commerce	Council for the Development of Cambodia, National Bank of Cambodia	
Improvement of Education Quality		<u>Ministry of Agriculture, Forestry and Fisheries, Ministry of Interior, National Bank of Cambodia</u>	
Agriculture and Rural Development	Ministry of Agriculture, Forestry and Fisheries, Ministry of Rural Development	Ministry of Environment	
Improvement of Urban Living Environment	Ministry of Environment	Ministry of Industry, Science, Technology and Innovation, Phnom Penh Water Supply Authority, Siem Reap Water Supply Authority	<u>Sihanoukville Autonomous Port</u>

Improvement of Healthcare and Social Security System	National Social Security Fund		Ministry of Rural Development
Improvement of Administrative Functions	Ministry of Civil Service, Ministry of Interior, <u>Ministry of Water Resource and Meteorology</u> , National Election Committee	<u>Ministry of Land Management, Urban Planning and Construction, Ministry of Mines and Energy, Ministry of Posts and Telecommunications, Sihanoukville Autonomous Port</u>	Council for the Development of Cambodia, <u>Ministry of Industry, Science, Technology and Innovation, Ministry of Environment, National Social Security Fund, Siem Reap Water Supply Authority</u>
Legal and Judicial Development	Council for the Development of Cambodia	Ministry of Foreign Affairs and International Cooperation	Ministry of Civil Service, Ministry of Land Management, Urban Planning and Construction, Ministry of Commerce, National Election Committee
Building of International Relations	Ministry of Foreign Affairs and International Cooperation	Ministry of Civil Service, Ministry of Commerce, <u>National Election Committee, National Social Security Fund</u>	Ministry of Agriculture, Forestry and Fisheries, Ministry of Interior, <u>Ministry of Posts and Telecommunications, National Bank of Cambodia, Phnom Penh Water Supply Authority</u>

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

In the process of considering the abolishment of the target organization system, Japanese side suggested adding new target organizations and excluding doctors, teachers, and other governmental officers belonging to subsidiaries of the Ministry of Health and the Ministry of Education, Youth and Sports from the JDS scheme to distinguish the purpose of JDS from JICA's long-term training programs, which is to nurture core human resources in central ministries and agencies. In response to these opinions, considerations about organizations that should be included as targets and occupations that should be excluded will continue, and they will be finalized at the first operating committee which will be held on July 2021.

(3) Accepting Universities

JICA has presented the envisaged target fields and development issues in the JDS Cambodia on the website, and called for submissions of hosting proposals widely regarding the issues and countries each university wishes to host. As a result of it, a total of 51 submissions were received from 28 graduate schools of 18 universities.

The contents of the accepting proposals submitted from the various universities and the record for accepting and guiding international students, including JDS fellows, were used to assess the

hosting proposals based on the evaluation guidelines within JICA. After that, based on the Japanese evaluation from among Japanese universities that had proposals for the various components, discussions with Cambodian government were implemented. As a result of these discussions, agreement was reached on the hosting universities and the framework for the numbers to be hosted, as shown in Table below.

In the next phase, Rikkyo University Graduate School of Business for 1-1-2. Private Sector Development, Kyushu University, Graduate School of Bioresource and Bioenvironmental Sciences for 1-2. Agriculture and Rural Development, and Hiroshima University, Graduate School of Advanced Science and Engineering and Graduate School of Biomedical and Health Sciences for 2-2. Improvement of Healthcare and Social Security System were newly selected as host universities.

Table 14 Accepting Universities of the JDS Project in Cambodia

Priority Areas (Sub-Program)	Development Issues (Components)		University	Graduate School	Slot
1. Industrial Development	1-1. Enhancement of Industrial Competitiveness	1-1-1. Infrastructure Development	Hiroshima University	GS for of Advanced Science and Engineering GS of Humanities and Social Sciences	2
		1-1-2. Private Sector Development	Kobe University	GS of International Cooperation Studies	2
			<u>Rikkyo University</u>	<u>GS of Business</u>	2
		1-1-3. Improvement of Education Quality	Hiroshima University	GS for of Advanced Science and Engineering GS of Humanities and Social Sciences	3
	1-2. Agriculture and Rural Development		<u>Kyushu University</u>	<u>GS of Bioresource and Bioenvironmental Sciences</u>	2
2. Better Quality of Life	2-1. Improvement of Urban Living Environment		Toyo University	GS of Regional Development Studies	2
	2-2. Improvement of Healthcare and Social Security System		<u>Hiroshima University</u>	<u>GS for of Advanced Science and Engineering</u> <u>GS of Biomedical and Health Sciences</u>	2
3. Strengthening of Governance	3-1. Improvement of Administrative Functions		Meiji University	GS of Governance Studies	4
	3-2. Legal and Judicial Development		Nagoya University	GS of Law	2
	3-3. Building of International Relations		Ritsumeikan University	GS of International Relations	3

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

(4) Ph.D. Programs

Based on the number of applicants for this phase, the needs of each ministry, the ratio of doctoral degree holders among people in influential posts, and other survey results, Japanese side

suggested accepting up to two students to doctoral courses a year in addition to those studying in a master's course and Cambodia agreed with this proposal. The following are the survey results based on which the number of accepted applicants has been determined.

Since the introduction of the JDS Doctoral course for Cambodia in 2017, only JDS master's degree holders have been eligible for the doctoral course. Nevertheless, the number of applicants for the doctoral course was 10 in 2017, 7 in 2018, and 8 in 2019, even though there are only two seats available, making the competitive ratio more than 3.5 each year. In some JDS countries, not only JDS participants, but also people who have experience studying in Japan are eligible for the JDS doctoral course because the number of applicants for the doctoral course among JDS master's degree holders is small. Therefore, the need for JDS master's degree holders to obtain a doctoral degree in Cambodia is estimated to be high compared to other countries.

The survey team also checked whether ministries want their young officers to obtain a doctoral degree through the questionnaire to each ministry and found that the need for doctoral degrees is high among many ministries. Among the 19 organizations that replied, 18 indicated a need for doctoral degrees while the remaining one had no need for them³¹. Specifically, there were many needs for training specialists and researchers in operations under the jurisdiction of each ministry such as engineering and science and technology, but there were also high needs in fields such as organizational management and system construction.

In addition, the survey on the ratio of doctoral degree holders among people in influential posts revealed that although there are gaps among ministries, the number of doctoral degree holders among people in influential posts is particularly high in the following ministries. The survey team conducted this survey to identify the actual impact of having a doctoral degree on promotion by investigating the ratio of doctoral degree holders of each ministry as there is no personnel regulation concerning the impact of a doctoral degree on promotion.

³¹ 18 organizations (Ministry of Civil Service, Council for the Development of Cambodia, Electricite de Cambodge, Ministry of Agriculture, Forestry and Fisheries, Ministry of Industry, Science, Technology and Innovation, Ministry of Land Management, Urban Planning and Construction, Ministry of Mines and Energy, Ministry of Commerce, Ministry of Foreign Affairs and International Cooperation, Ministry of Interior, Ministry of Water Resource and Meteorology, Ministry of Posts and Telecommunications, National Bank, National Election Commission, National Social Security Fund, Sihanukville Port Authority, Siem Reap Water Supply Authority, Ministry of Regional Development) responded that there was a need, 1 organization (Phnom Penh Water Supply Authority) There was an answer that there was no need.

Table 15 Percentage of officers in influential posts holding PhD degree in each ministry

	Secretary of State	Under Secretary of State	Director General
Ministry of Foreign Affairs and International Cooperation	5/10 (50%)	0/10 (0%)	0/8 (0%)
Ministry of Land Management, Urban Planning and Construction	5/9 (56%)	4/18 (22%)	2/6 (33%)
Ministry of Posts and Telecommunications	2/9 (22%)	0/14 (0%)	0/5 (0%)
Ministry of Water Resources and Meteorology	1/7 (14%)	0/11 (0%)	0/3 (0%)

※The denominator is the number of positions in each ministry, and the numerator is the number of doctoral degree holder.

As a result, both Japanese and Cambodian side have agreed to accept up to two slots a year from Cambodia in doctoral courses in the next phase as well.

At the interview of each ministry during the field survey, the Ministry of Industry, Science, Technology and Innovation requested that expanding the eligibility for JDS doctoral courses be considered. Specifically, expanding from the current rule in which only JDS master's degree holders are eligible, to anyone who has experience studying in Japan. Among the 84 scientists working as government employees in the Ministry, 44 have doctoral degrees. The remaining scientists are not JDS master's degree holders but some of them have studied in Japan. The Ministry wants these officers to obtain a doctoral degree under the JDS scheme.

In Cambodia, the application requirements, which prescribes only JDS master's degree holders are eligible, has not been modified since the JDS doctoral program was started in 2017. The reason for not expanding the eligible person is that sufficient applicants are gathered only for JDS master's degree holders. In addition, by limiting the application requirements for the JDS doctoral course to JDS master's degree holders, it leads young government officers, who are aiming to obtain a doctoral degree, get motivated to apply for the JDS Master's program. Therefore, it is considered that there is no need to modify the applicant eligibility in Cambodia as in other countries, but since the request of expanding it was found, it should be continuously considered depending on the effect of JDS project purposes.

2-1-2 Implementation System of the JDS Project

(1) Operating Committee Members

It was agreed during the survey that as in the current phase, the Operating Committee would consist of members from five organizations of Cambodia (Ministry of Education, Youth and Sports, Council for Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Economy and Finance) and two Japanese organizations (Embassy of Japan in Cambodia and the JICA Cambodia office).

Table 16 Operating Committee Member

Country	Role	Member
Cambodia	Co-Chair	Ministry of Education, Youth and Sports
	Member	Council for Development of Cambodia
	Member	Ministry of Foreign Affairs and International Cooperation
	Member	Ministry of Economy and Finance
	Member	Ministry of Civil Service
Japan	Co-Chair	JICA Cambodia Office
	Member	Embassy of Japan in Cambodia

(2) Role of Operating Committee

The functions and roles of the Operating Committee based on the JDS operational guidelines were confirmed again with the members of the Committee. Since JDS is not a mere scholarship project but is an input for development, the Operating Committee in Cambodia is expected to provide active cooperation in the collection and screening of applications and use JDS fellows effectively after they return home.

Table 17 Role of Operating Committee

Role	Details
Formulate the recruitment and selection plan	Based on national development plans of Cambodia and Japan's economic cooperation policy, the basic policy of recruitment activities for each fiscal year (priority development issues, slot allocation, application briefing method, etc.) will be determined. Selection principles for JDS project in Cambodia determined in accordance with the JDS Operating Guidelines
Interview the candidates	At the third-round selection (comprehensive interview), the interviewer evaluates the potential candidate; the Operating Committee makes the final determination on candidates
Select JDS fellows from the candidates	The final candidates chosen through the selection process are approved by the Operating Committee
Promote effective utilization of JDS returned fellows and follow-up	Follow-up including strategies for utilizing JDS returned fellows to promote the outcomes of the project
Others	Principles to be determined when JDS returned fellows occur and necessary measures to be undertaken Attendance at events such as send-off party and debriefing upon return, with suggestions provided with a view to encouraging statements to be made about the outcomes of JDS In addition, respond to any necessary matters in relation to operation of the JDS scheme and make decisions as appropriate

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

Based on the framework agreed upon during the field survey in December 2020, the Basic Plan will be drafted in each of the JDS priority areas (Sub-Programs) and it will be presented to the first Operating Committee.

Each Basic Plan outlines the objectives and evaluation indicators and also describes the role of

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

Below table is proposed applicant eligibility of the JDS project in Cambodia. Details will be approved at the first Operating Committee of FY 2021.

Table 18 Applicant Eligibility of the JDS Project in Cambodia (Tentative)

item	Condition
Nationality	Citizens of Cambodia
Age	Between 22 and 39as of April 1, in the year of dispatch
Academic Background	Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
Job Category	Currently employed in the Target Organizations as a full-time employee (Except contract staff)
Work Experience	Has at least 2 years of work experience in the target organizations at the time of application.
English Proficiency	Has proficiency in English, sufficiently fluent for studying in Japan. TOEFL iBT 61 (ITP 500-550) / IELTS 5.5 or higher is preferable.
Others	Those who are currently awarded or scheduled to receive another scholarship, and those who have already obtained a master's or higher degree overseas under the support of foreign scholarship are ineligible.
	Must well understand the objective of JDS Project, and should have a strong willingness to work for the development of Cambodia and contribute to the friendly relations between Cambodia and Japan after their return.
	Must not be serving in the military
	Must be in good health, both mentally and physically.

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

In the current phase, high needs for the doctor's course among JDS graduates were confirmed. Therefore, in the next phase as well, the first meeting of the Operating Committee, which will be held on July 2021, will determine how to collect and screen applications in accordance with the objectives and basic policy described below.

(1) Objectives

In addition to allowing JDS fellows to make policy and other decisions on development issues in their respective countries from a broad point of view based on high-level knowledge and research results, the objective of the doctor's course is to develop human resources that lead international discussions as representatives of their respective countries and exert influences on domestic and

foreign affairs from a global perspective by establishing a network of personal connections worldwide. Another objective is to develop true leaders knowledgeable about Japan in the countries covered by JDS by encouraging them to build and evolve favorable relationships with Japan throughout the doctor's course.

(2) Basic policy

The number of JDS fellows to be accepted is set at two. The quota for the doctor's courses is not considered a goal to be satisfied and is applied only if there are appropriate candidates for the course.

(3) Form of acceptance and treatment

In principle, the upper limit to the period of support is three years³². The scholarship during the stay in Japan is granted in the same way as for government-financed research students in the doctor's course.

(4) How to collect and screen applications

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

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

Unlike the master's course, the JDS doctor's course requires final applicants to submit an application to the university to which they apply and take entrance examinations there. If they fail to pass the examinations, their right to study there under JDS will be revoked. This does not necessarily mean that each year four JDS fellows are admitted to a Japanese university to study in the JDS doctor's course.

The details such as application requirements for doctoral programs will be discussed at the first operating committee in 2021.

³² The period can be extended by up to six months only if it is judged that the student concerned is highly likely to obtain a doctor's degree.

Table 19 Applicant Eligibility of the JDS doctor's course in Cambodia (Tentative)

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

2-2 Obligations of Recipient Country

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

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

After the JDS fellows return to Cambodia, taking into consideration that main objectives of the JDS project include contribution of the JDS returned fellows to solving development issues of the country as well as the development of the human network, the Cambodia government shall hold a Reporting Session in order to acknowledge their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange and cooperation with Japan. The Operating Committee takes necessary measures to facilitate the outcomes of the project, particularly it is essential for them to make efforts to let JDS fellows return to their previous job or have a position in a key government organization where they can utilize their experience in Japan.

2-3 JDS Project Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the

JDS project from FY 2021 onwards as the result of the Preparatory Survey, the project will presumably be implemented for the next four batches according to the schedule shown in Figure below. More specifically, following the conclusion of the Exchange of Notes (E/N) and Grant Agreement (G/A) every year, JICA will recommend a consultant entrusted to conduct said Preparatory Survey as the “Agent” to the government of Cambodia. The Agent will conclude a contract with the government of Cambodia to implement JDS project on behalf of the government.

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Preparatory Survey									
1st Batch (Master)		R/S	A		R				
2nd Batch (Master)			R/S	A		R			
3rd Batch (Master)				R/S	A		R		
4th Batch (Master)					R/S	A		R	
1st Batch (Ph.D.)		R/S	A		R				
2nd Batch (Ph.D.)			R/S	A		R			
3rd Batch (Ph.D.)				R/S	A		R		
4th Batch (Ph.D.)					R/S	A		R	

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

Figure 5 Implementation Process

2-4 Recruitment and Selection Methods

2-4-1 Recruitment Methods

(1) Recruitment Tools / Materials

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

In addition to posting recruitment information for JDS on the website of Embassy of Japan in Cambodia, JICA Cambodia Office (on its website and SNS), the Agent coordinates with Ministry of Education, Youth and Sports for the JDS recruitment information to be radiocasted with state-run broadcast. Also, the information will be distributed to JICA experts assigned to ministries and agencies in Cambodia with cooperation from JICA Cambodia Office.

(2) Recruitment Methods

Ministry of Education, Youth and Sports issues a delegation document to the implementing agent on the recruitment of candidates, and the Agent will distribute posters, application guidelines and

application documents to each target organization. In addition to the general recruitment briefing sessions (2 times in the capital and 2 times in the regions), the Agent also conducts explanatory seminar at target organizations, or pay individual recruiting visit to ministries to generate more applications as shown in the table below. The location and number of venues shall be decided by the Operating Committee every year.

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

Table 20 Schedule of recruitment briefing sessions

	Date	Venue
General recruitment briefing sessions	Mid-August (weekend)	Cambodian-Japan Cooperation Center (Phnom Penh)
	Mid-August (weekend)	Provincial City 1
	Late August (weekend)	Cambodian-Japan Cooperation Center (Phnom Penh)
	Early September (weekend)	Provincial City 2
Recruitment briefing sessions at ministries and agencies	Mid-Late August (weekday)	Main target organizations (8-10)
Target organizations visit	Mid-Late August (weekday)	Other target organizations (8-12)
Online video session	During recruitment period	Applicants who cannot attend the briefing session due to time and geographical restrictions can watch

2-4-2 Selection Method

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

In selection of the current phase, it is confirmed by the Operating Committee that due consideration is given to gender, and in the selection, additional points are given to female candidates to the extent that they will not significantly distort the selection at the final selection stage. In statistics of JDS Cambodia, women participation rate are about 25% of applicants every year, and about 20% of successful candidates are female. Promoting women's participation is also consistent with the Cambodian government's efforts and at the operating committee meeting, which will be held on July 2021, similar treatment will be decided to continue in the selection

process in order to encourage women's participation.

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

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

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

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

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

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

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

Japan safely with peace of mind. Hands-on training using anti-disaster training facilities is also expected to be implemented.

The Japanese language training will be implemented for around 100 hours. JDS fellows will not only gain necessary conversation ability in Japanese, they will also gain an understanding of Japanese culture, lifestyle and social manners through hands-on learning, and they are expected to be taught useful communication techniques for daily life. Learning Japanese is useful not only for facilitating the student life of JDS fellows, but also for building a network with Japanese people and should increase the number of learning hours in the future.

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

In regards to the impact of the new coronavirus infectious disease that occurred in 2020, it is difficult to predict the impact of orientation before and after training for JDS fellows in the next phase, which will be accepted from the next fiscal year. Considering the social changes with and after corona, taking care of the infection prevention, it is required for the implementing agent to consider using video content and conducting online orientation without compromising the quality and quantity of training content.

2-5-2 Lectures on fundamental knowledge

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

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

In addition, as the host university pointed out that some Cambodian JDS fellows have insufficient English proficiency, English and academic training is being conducted before coming to Japan. The first year of the current phase was realized after the Ministry of Education, Youth and Sports, coordinated with the Faculty of Foreign Languages of the University of Phnom Penh, and applied for a budget to the Ministry of Economy and Finance. From the second year onward, to focus on English training more, the English training was planned as a part of project, and JDS bear the cost,

and 150 hours of English training was conducted at the university. Since it was confirmed the necessity of English training with the Cambodian side in the next phase, it is expected that English training will be implemented continuously.

In addition, as basic knowledge necessary for studying in the master's program, lectures on logical thinking methods, academic writing, etc., which are requested as the needs of JDS fellows in Cambodia by the host university, will be considered.

2-5-3 Contents of Special Program

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

The special program consists of the following aims.

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

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

2-6 Monitoring, Guidance and Counseling

2-6-1 Implementation System

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

2-6-2 Guidance and Counseling

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

2-6-3 Monitoring meeting

In order to check the efficient implementation of the Project, it is necessary for the implementing agent 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 by implementing agent 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 incompletion of academic courses and aggravated physical condition can be prevented by this system. Furthermore, good practice such as distinguished academic research accomplishments can be found through regular interviews, and they are reported as the result of the project through periodic and other public relations reports on the project.

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

2-6-4 Response in Case of Emergency

A support system is expected to be established by the implementing agent 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 expected to be provided so that information on the safety and whereabouts of all the fellows can be consolidated promptly and accurately even if phone lines are disconnected while large-scale disasters and other emergencies happen.

Furthermore, the following measures is expected to be taken to prevent JDS fellows from being

infected with COVID-19 during their stay in Japan.

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

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

2-7 Follow-up Activities

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

Since the first-batch JDS fellows visited Japan in 2002 through JDS in Cambodia, the number of fellows who have returned home after acquiring a master's degree has been 413 as of January 2021. The first person who is scheduled to acquire a Ph.D. will be discharged on March 2021. The number of fellows who have returned home, have been promoted to higher positions (e.g., Secretary of State), and play vigorous parts within the Royal Government of Cambodia after the elapse of 20 years since the commencement of the project is steadily increasing. Moreover, in order to achieve the objective of JDS, it is necessary to support returned JDS fellows so that they are able to assume positions and promotions contributing to the development of Cambodia.

(1) Follow-ups for JDS fellows who are studying in Japan

For recent years, in addition to follow-ups by their organizations, various and creative follow-up activities for JDS fellows who are studying in Japan are provided: (i) enhancing awareness for missions given to the JDS fellows; (ii) intermediate group training (Pre-return training) that

fosters identities of the JDS fellows; (iii) holding exchange events with Japan's government officers; (iv) co-sponsoring of workshops with universities of JDS; and (v) provision of opportunities for JDS fellows whose study area is related to the trainings in Japan implemented under the JICA's technical cooperation projects to participate in such trainings. It is of importance to continue to implement the aforementioned efforts in the future as well.

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

In Cambodia, JDS returned fellows are supposed to belong to the JICA Alumni Association (JICA-AC), and it is difficult to carry out follow-up activities specializing in JDS fellows at the association, and the number of JDS returned fellows has already exceeded 400, and it is not realistic for all of them to gather, considering the location and necessary expenses. Therefore, in Cambodia, effective follow-up activities are being sought by taking two approaches: (1) follow-up through participation in the recruitment and selection process of JDS, and (2) follow-up that specializes in fields rather than the whole. The activities which was implemented by 2020 and the activities which will be planned in the future are as follows.

Follow-Up Activities through Participation in the Recruitment and Selection Process of JDS

Until now, JDS returned fellows have actively participated in the main activities of JDS such as recruitment briefings, pre-arrival orientation for newly selected JDS fellows, and reporting sessions for new JDS returned fellows, the format of the reporting session was changed in 2019, and it is used as a follow-up place for existing returned fellows (senior JDS returned fellows) instead of ending with a place for the reporting the achievement during study in Japan by new returned fellows. Specifically, a reporting session was held in the form of a subcommittee, and senior returned fellows participated as facilitators in support of the presentations of new returned fellows. In addition, the time for the reporting session itself has been shortened, making it easier for JDS related parties to attend, and as it is a subcommittee format, it is possible for related parties (JDS Operating Committee, JICA, and other Cambodian ministries) who are involved in each field to gather. This had the effect of increasing communication and networking among new returned fellows, senior returned fellows, and other related parties.

Follow-Up that Specializes in Fields

Since 2014, the implementing agent has provided its own financial support for follow-up activities. As mentioned above, the follow-up activities in which JDS returned fellows participate have various restrictions as JDS returned fellows spend a busy life at their organizations and the problem of budgeting. Therefore it is important not to start the follow-up activities where all returned fellows gather, but start on a small scale for continuous activities. The following are examples of follow-up activities that have been carried out in recent years, specializing in fields and themes. It is expected that the returned fellows will feel the successful experience of follow-up activities at these events, and that various financial and planning activities will be carried out in the future.

- January, 2020: New Year Party for JDS returned fellows in the field of Economy
(supported by the implementing agent)
- March, 2020: Bus Tour for City Water Purification Facility
(provided by JDS returned fellows in Ministry of Environment)
✕Canceled immediately before due to restrictions due to new coronavirus
- December, 2020: Launch of the Educational Research Society and Publication of Specialized Journals
(proposed by JDS returned fellows from Hiroshima University in the field of Education)
- March, 2021 (Planned): Online Skill Up Seminar
(supported by the implementing agent)

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 Cambodia and the current situation and problems of each sector, the consistency of JDS and development plan of Cambodia was analyzed as follows.

3-1-1 Conformity with Priority Development Issues in Cambodia

The Royal government of Cambodia is promoting strategies such as "Rectangular Strategy," "Industrial Development Policy," and "National Strategic Development Plan" with the aim of becoming a high- and middle-income country by 2030³³. In the "Rectangular Strategy Phase 4" announced in 2018, "Acceleration of Governance Reform" is set as a central issue, and "Economic Diversification", "Private Sector and Job Development", "Inclusive and Sustainable Development" are set as priority areas. In addition to those areas, the new setting of "Human Resources Development" reflects the Cambodian government's stance of emphasizing human resource development, and JDS development issues are set in line with the needs of Cambodia.

3-1-2 Conformity with Japanese Cooperation Policy to Cambodia

The Japanese Country Assistance Policy for Cambodia formulated by the Government of Japan in July 2017 states its basic assistance policy (overall goal) as "Support the Further Strengthening of Socio-Economic Foundations to Achieve an Upper-Middle Income Country Status by 2030". Based on this policy, three pillars of priority and development issues are set: (i) Industrial development, (ii) Better quality of life, and (iii) Realizing a sustainable society through the strengthening of governance. Cooperation programs under each priority area and development issues are set in the rolling plan attached to the Country Assistance Policy. In order to effectively address the development issues listed below, the JDS 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 Japanese government.

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

³³ The outline of each development plan is described in "Chapter 1 Background of the Project for JDS 1-1-5. Cambodia's Development Plan"

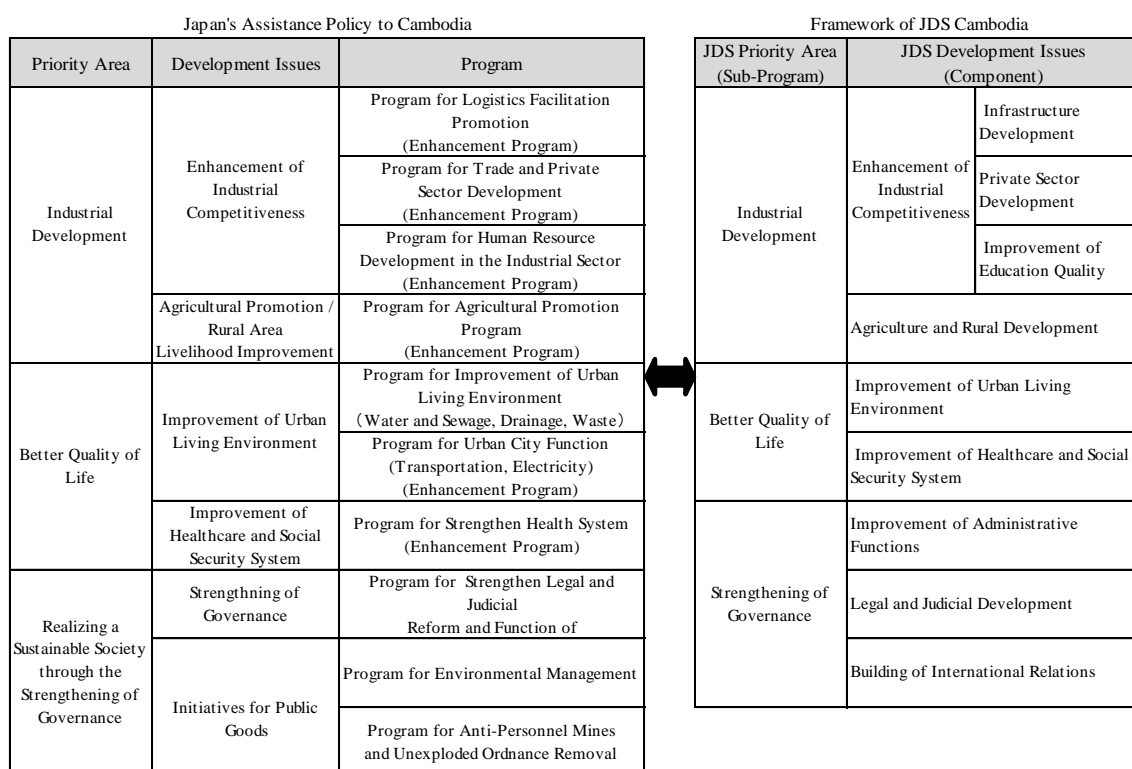


Figure 6 Relevance between Japan's Aid Policy to Cambodia and JDS Framework

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

Target countries for grant aid are determined with reference to the criteria for an interest-free loan qualified country (1,185 USD per person, FY2021³⁴) of the International Development Association (IDA) of the World Bank Group. A target case is determined on the basis that though a project is a basic area necessary for nation-building and poverty mitigation, it is difficult to conduct such a project with the relevant government's own funds or borrowed funds. Grant aid contributes to nation-building toward the autonomy of the recipient country, broadly in collaboration with technical assistance and interest-bearing loan projects conducted by donors, including Japan.

The per capita GNI of Cambodia is 1,530 USD as of 2019³⁵, and it is classified as a low-income country by the World Bank, exceeding the standards of interest-free loan qualified country.

However, the economic structure remains fragile and faces new challenges such as the disparity between urban and rural areas and the growing urban problems in Phnom Penh. In December 2013, the bilateral relations between Japan and Cambodia were upgraded to a "strategic partnership," and they agreed to work more closely and cooperate on regional and international issues. Given these economic vulnerabilities and diplomatic perspectives, it is appropriate to

³⁴ <https://ida.worldbank.org/about/borrowing-countries>

³⁵ World Bank 「GNI per capita, Atlas method (current USD-Cambodia)

implement JDS with grant aid.

3-2 Expected Effect of JDS Project

3-2-1 Measures to be taken with each indicator toward the achievement of JDS project goals

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

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

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

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

Regarding the other indicator, “policy formulation and implementation by utilizing the study

outcomes of JDS returned fellows,” it is desirable to make efforts so that returned fellows are able to use the knowledge and capabilities acquired in Japan. In the Cambodia Civil Service System, it is possible to impose an obligation of reinstatement on the civil servants who obtain a scholarship and study abroad. Although only obtaining a master's degree by studying abroad does not affect promotion, by returning to work at the same position as before dispatching, the civil servants can build a career that can make more effective use of the knowledge gained from studying abroad. It is desirable to ensure these obligations in cooperation with the Ministry.

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

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

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

Table 21 Examples of Factors that Affect the Achievement of JDS Cambodia
(Findings from JICA Basic Research)

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

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

In addition, proactive involvement of the Agent in the establishment of project policy each year and its versatile support for JDS fellows, such as recruitment and selection of candidates, send-off, regular monitoring throughout their stay in Japan, alumni activities and reappointment to their original job posts after their return, give JDS project a comparative advantage over other donors. Though the average completion rate of Japan's master's program for the past 10 years (2008-2017) is 87.8 percent that of JDS is 98.6 percent³⁶ for the past 20 years.

In the interviews with each ministry in this survey, many ministries cited South Korea, China, Australia, France, etc. as the main study abroad destinations in addition to Japan. Not only was it confirmed that there were opportunities to study abroad from other donors besides Japan, but at the hearing of the Ministry of Health, many officers working at the Ministry were studying in Khmer and French, and there were few officers who could speak English. From this, studying in France has a high advantage at some ministries in terms of the language. In addition, in hearings from each ministry, many respondents said that it was difficult to compare JDS with other country donor scholarship programs as described above, but they evaluated that studying abroad in Japan is good not only for academics but also to change their work values such as critical thinking and flexibility in work.

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

3-4 Project Evaluation Indicator Data

Table 22 lists the indicators used to assess the outcomes and impacts of the JDS project in Cambodia. An impressive 99% of JDS fellows from Cambodia have been successful in obtaining a degree through JDS. Government officer account for 60% of JDS returned fellows, and this figure rises to 81% if limited to the new format.

³⁶ Master degree acquisition rates in 13 countries targeted for JICA basic research in 2019.

Table 22 Project Evaluation Indicator Data on JDS Cambodia (Tentative)

Inaugural year			2001 (1st to 20th batch of fellows have been dispatched)
Number of Slots per year		2001-2009 (old system)	20 (2001-2005) 25 (2006-2009)
		2010-2017 (new system)	24
Fellows accepted		Total	464 (Old system: 200, New system: 264)
		Sex	Male: 356, Female:108 (Ratio of female: 30.3%)
		Average age	27.6 (Upon arrival)
Returned Fellows		Total	416
		Fellows who obtained degree	413 (Completion rate: 99%)
By category of work place*1	Upon arrival	Total	Government officer: 307 (66%), Private company: 105 (23%), Public institution: 52 (18%)
		Old system	Government officer: 93 (47%), Private company: 96 (48%), Public institution: 11 (6%)
		New system	Government officer: 214 (81%), Private company: 9 (3%), Public institution: 41 (16%)
	After return to country	Total	Government officer: 248 (60%), Private company: 96 (23%), Public institution: 38 (9%), Study: 11 (3%), Abroad: 19 (5%), Others: 5 (1.6%) Unknown: 4 (1%)
		Old system	Government officer: 74 (37%), Private company: 86 (43%), Public institution: 7 (4%) Study: 10 (5%), Abroad: 19 (10%), Unknown: 4 (2%)
		New system	Government officers: 174 (81%), Private company: 10 (5%), Public institution: 31 (14%), Study: 1 (0.5%)
*1 Private companies include not only for profit companies but also self-employed people, NGOs, think tanks, etc. Public institutions are mainly public corporations / corporations, national banks, employees of aid agencies, etc.			

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

Table 23 Items indicating Qualitative Effects of JDS (Proposal)

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

3-5 Evaluation of the Past JDS Project

According to the survey in question, in order to gauge effects, in addition to data analysis survey along with quantitatively indexes included in “3-4. Data Associated with Project Evaluation Indexes (Indexes Related to JDS Outcomes and Impacts),” index items for qualitative effect measurement based on outcome indexes were established. “Good Practice” information through obtaining questionnaires and opinions from returned students who played active and vigorous parts in their home countries after JDS studies overseas and their affiliated institutions was collected as follows.

(1) Acquisition of Degrees by JDS fellows and Necessary Knowledge and Skills

The rate for completion of work by JDS Cambodia students until January 2021 is 99%. The goal “acquisition of master’s degrees by students” which is one of the indexes, has been achieved.

Moreover, according to interviews to targeted institutions, it has been highly evaluated that JDS fellows from Cambodia who returned home play active and vigorous parts and contribute to jobs within affiliated ministries and government offices. Knowledge, specialty, and English proficiency have been improved through studying in Japan, and workplace performance has been highly evaluated, including work attitudes, such as time management ability. After returning home, JDS fellows have contributed to affiliation institutions and development issues in Cambodia through use of the aforementioned abilities, which is one of the JDS project outcomes.

(2) Promotion Rate and Forming of Critical Mass

According to the preparatory survey in question, survey concerning the percentage of JDS fellows occupying important posts was implemented for each government institution. As can be seen in the following Table, the JDS fellows who returned home assumed the highest civil servant position of the Secretary of State of the Ministry of Foreign Affairs and International Cooperation. Using this as an example, there are many important posts for the Cambodian civil servant system. Structurally speaking, it is difficult for JDS fellows who returned home to reach a critical mass.

On the other hand, following the aforementioned example in the Ministry of Foreign Affairs and International Cooperation, the JDS fellows who returned home also assumed the Secretary of State of the Ministry of Justice. Accordingly, it was confirmed that the number of promoted JDS fellows who returned home was steadily increasing. As of April 2020, JDS has discharged 23 personnel who held positions of deputy directors or the equivalent, 14 personnel in positions of directors or the equivalent, 12 personnel in positions of (deputy) director generals or the equivalent, 2 personnel in positions of under secretaries of state, and 2 personnel in positions of secretary of state.

Table 24 Situation for JDS fellows Playing Active and Vigorous Parts in the Ministry of Foreign Affairs and International Cooperation

	Secretary of state	Under secretary of state	Director general	Deputy director general	Director	Deputy director
Number of posts	10	10	8	25	37	148
Number of JDS fellows	1	0	0	1	1	1
Percentage	11%	0%	0%	4%	2.7%	0.7%

(3) Contribution to Solving Cambodian Development Issues

In relation to contribution to solving Cambodian development issues, case examples of JDS fellows being involved in creating of important governmental policies were confirmed.

- In the Mekong River Commission, a JDS fellow is involved in strategy formulation relating to fishery and the environment in the lower Mekong River valley.
- In the Ministry of Labour and Vocational Training, a JDS fellow is involved in some important policy preparations, such as with regard to gender policies and action plans, national vocational training policies, and the Cambodia Industrial Development Policy 2015-2025.
- A JDS fellow serves as a project manager for the National Road No.11 and plays an active and vigorous part as a member of the ASEAN Highways Sub-Working Group Meeting.

(4) Contribution to Enhancement of Relationship with Japan as a Person who have a familiarity

with Japan

In relation to contribution to enhancement of relationship with Japan as a person who have a familiarity with Japan, case examples regarding which JDS fellows who returned home have formed relevant projects with and have contributed cooperative relationship with the JICA Cambodia Office vigorously were confirmed. Moreover, case examples regarding which JDS fellows who returned home have contributed to enhancing business relationships with Japanese companies were also confirmed.

- A JDS fellow serves as a mediator for creating action plans with the Embassy of Japan in Cambodia.
- A JDS fellow was involved in the JICA project related to promotion of use of local currency.
- A JDS fellow was in charge of coordination and promotion of all foreign support related to the health sector, including all Japanese projects (and thus comprising JICA projects). Such student attended multiple meetings in Japan.
- A JDS fellow was a member of the Cambodian negotiating team based on the ASEAN-Japan Comprehensive Economic Partnership Agreement.
- A JDS fellow works as a career diplomat in the Royal Embassy of Cambodia in Japan.
- A JDS fellow coordinates promotion for adoption of payment systems with Soramitsu Co., Ltd. (Japanese company).
- A JDS fellow conducted a joint research project with a Japanese university related to excavational investigation and conservation projects in the Preah Vihear Temple.
- A JDS fellow shared experience obtained in Japan in meetings with superiors and colleges of such students after returning home.

(5) Use of Networks Other than Those Described Above

Examples regarding which operations were smoothly conducted through use of the networks of JDS fellows were not confirmed. Despite such fact, JDS fellows who returned home proposed various follow-ups. JDS fellows who returned home continue to desire a relationship with Japan. Thus, it is important to establish JDS follow-up policies.

- JDS fellows who returned home desire a “re-visitation program” that would allow them to visit the universities from which they graduated.
- JDS fellows who returned home desire implementation of online courses for updating their knowledge.


- JDS fellows who returned home desire more frequent communications through an agency in charge and opportunities for reunions with JDS fellows who returned home.
- JDS fellows who returned home would like to propose a “career support program” by an agency in charge. While working at affiliated workplaces after returning home, they have become aware of many points about which they should have learned more. Therefore, they desire opportunities for updating knowledge (e.g., online courses).
- JDS fellows who returned home desire opportunities to share papers related to master’s degrees by other JDS fellows who returned home and to exchange opinions with them.

3-6 Issues and Recommendations

(1) Implementation of JDS with awareness of diplomatic effects

In relation to JDS Cambodia at the next-phase, the project should be conducted with an awareness of generating more diplomatic effects. As described in "1-1-2. Current Situation and Issues of the JDS project ," according to the preliminary studies "JDS's effect verification (2019)" implemented by JICA, three development phases of JDS ((i) responses to development issues, (ii) responses to development issues + national interest of Japan, and (iii) national interest of Japan) have been designated. It is suggested that the focus on targeted organizations and personnel should be shifted during each phase.

Table 25 Changes in the focus of human resource development and the targets that JDS should bear by the development stage

Assumed Stage of the Partner Country	A. Many development issues The framework in line with Japan's Country Development Cooperation Policy = Current JDS program	B. Development Issues + Important Issues for Japan	C. Country of Political, Economic, and/or Diplomatic Importance (e.g., China)
Focus of Human Resources Development (HRD)	Development of core human resources in civil service who address development issues (Responding to development issues)	Development of core human resources in civil service who have influence on development issues (Development issues + Japan's national interests)	Fostering of government officers who serve as a bridge between the partner country and Japan (Expected diplomatic benefits)
Targets of JDS	<ul style="list-style-type: none"> - Open recruitment - Young government officers (at government offices whose duties include policymaking and planning, as well as sectoral government offices), university faculty members 	<ul style="list-style-type: none"> - Target to recruitment from government offices or departments whose duties include policymaking and planning - Introduce reducing number of slot or cost-sharing between the partner country and Japan - Designating target organizations or departments under the Japanese special slot 	<ul style="list-style-type: none"> - Ministries, organizations, or departments agreed upon between the partner country and Japan - Cost-sharing agreed upon between the two countries
the current position of JDS Cambodia			

In implementing JDS with an awareness of Japan's national interests and diplomatic effects, the proposal of ① the response at the time of recruitment and selection, and ② activities for JDS fellows during their stay in Japan will be described as follows.

① Responses at the Time of recruitment and selection

(a) Use of New JDS Framework

The framework of JDS Cambodia in the next phase was conscious of the strategic nature of pursuing the selection and operation of people with high diplomatic significance in order to further enhance the effect of JDS. The framework for development issues related to 3 and 4 that have strong characteristics related to engineering (i.e., infrastructure development and environment improvement) have been reduced. On the other hand, the framework for development issues related to 1 and 2 of the JICA's project areas "3-1. Enhancement of

Administrative Functions” (i.e., three to four persons) and “3-3. Construction of International Relations” (i.e., two to three persons) has been increased. In relation to the framework for the next phase in Cambodia, proposals and aims related to “JDS’s Effect Verification (FY2019)” as stated above have been matched.

Moreover, it has been determined that during the next phase, the target organization systems defined based on separate development issues will be abolished and a target organization systems for the entire JDS framework will be adopted. There have existed restrictions on applicable development issues at each organizations thus far. However, during the next phase, as far as organizations targeted by JDS are concerned, it will be possible to apply for all development issues. When such systems are well used, it will be possible to increase candidates from ministries and government offices prioritized in the course of diplomatic strategy of Japan and raise the pass rate for successful applicants. Reflecting intentions of the Embassy of Japan in Cambodia and the JICA Cambodia Office, it is desired to implement actual projects with awareness of diplomatic effects, such as enhancement of public relations activities for prioritized government institutions and aiming at increasing of applicants.

(b) Use of JICA experts

It is also important to seek the cooperation of JICA experts who are resident in Cambodian government agencies for public relations activities. At present, the current situation is that JDS has not been fully communicated to JICA experts. Therefore, with the cooperation of the JICA Cambodia Office, it is necessary to have an opportunity to hold a briefing session with experts from the target ministries and agencies and ask for cooperation in exploring cooperation between other JICA projects and JDS.

As a concrete mechanism, the JICA Cambodia office will take the lead, and the implementing agent will provide information on JDS and a place for exchanging opinions with JDS returned fellows and JICA experts belonging to the relevant ministry. It will be beneficial for them to build a win-win relationship with each other. Through the relationship, JDS returned fellows will be able to maintain a connection with Japan even after returning to Cambodia.

Furthermore, it is also desirable to add new target organizations from the perspective of Japan's diplomatic effect, based on the opinions of JICA experts.

② Activities for JDS fellows during their stay in Japan

(a) Need for Enrichment Programs

From the perspective of improving the abilities of JDS fellows, building relationships that form the basis of good bilateral relations, and differentiating JDS from other scholarships, it is expected that JDS fellows will not only study at the accepting university but also participate in enrichment programs during their stay in Japan.

Japan has invited young Cambodian political officers to provide an opportunity to learn about Japan's democratic system. When young political officers visited Japan in 2020, Mr. Chin Malin pays a courtesy call to Foreign Minister Mogi as Deputy Secretary of Justice in Cambodia (currently Secretary of Justice)³⁷.

It is desirable to give special lectures to JDS fellows who are staying in Japan as part of Japan's support for democratization in Cambodia.

(b) Importance of Japanese Language

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 Cambodia in the future. Even though they stay in Japan for two years, it is limited in opportunity to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, but if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that teaches Japanese language and promotes an understanding of Japanese culture. Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is possible to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

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

Unlike English, Japanese is a language that is widespread only in Japan. It means that JDS fellows who have a good command of Japanese language will be more important human resources with great expectations for the contribution to strengthening relationships between Cambodia and Japan.

(2) Efforts with Awareness of Differentiation from Scholarships by Other Donors (Viewpoint of English)

In Cambodia, many developed countries, international institutions, and private enterprises have

³⁷ Ministry of Foreign Affairs "January 23, 2020 Courtesy call on Foreign Minister Motegi by inviting young political figures from Cambodia"

implemented scholarship projects. Thus, in relation to JDS, it is necessary to undertake efforts to attempt differentiation from scholarships offered by other donors and obtain comparative advantage. As one of the measures for JDS's differentiation from other donors, reinforced English training is proposed.

English proficiency held by JDS fellows in Cambodia is at the average level compared with JDS fellows of other countries. However, accepting universities during the current phase in Development Issue 2-2 "Improvement of Healthcare and Social Security System" have pointed out the low level of English proficiency of applicants, and difference between those of the average level and successful applicants depending upon the field has occurred.

Table 26 English Score for All JDS fellows (Seven Countries in FY2019³⁸)

	Average of seven countries	Cambodia
TOEFL PBT	498	492

Moreover, according to the preparatory survey in question, English proficiency required at the time of application set by scholarship programs of other countries was surveyed. Although English proficiency of successful Cambodian applicants among all those of JDS is not low, it has been confirmed that the average English score of JDS fellows has not satisfied the qualification requirements for scholarship programs of other countries.

Table 27 English Proficiency Required by Scholarship Programs of Other Donors

	Average score of successful applicants	Absence or presence of English assistance training
JDS Cambodia	492 ≠ IELTS 4.539	○
	English proficiency required at the time of application	Absence or presence of English assistance training
Australia Awards Scholarship	IELTS 5.5 or higher	○
Fulbright Scholar Program	IELTS 7.0 or higher	×
BGF (Bourses du Gouvernement Français)	CEFR B2 (equivalent to IELTS 5.5)	×

However, in light of a situation in which JDS fellows who returned home to Cambodia have steadily been promoted, even if their English proficiency is not high, JDS has functioned as accepting personnel that are expected to be future elite candidates. This contributes accepting universities in Japan which have admitted foreign students who have not reached a sufficient level of language proficiency and have continued to provide them with meticulous guidance with care. It is possible to think that this fact largely helped to realize the aforementioned outcomes. Therefore, it is possible for JDS to differentiate from scholarship programs of other countries as

³⁸ Seven countries (Laos, Mongolia, Myanmar, Vietnam, Cambodia, Philippines, Kyrgyzstan) which use TOEFL for the English test of JDS implemented by JICE.

³⁹ IELTS NAVI (http://ieltsnavi.com/score_conversion.html)

an overseas project that allows personnel who aims to become leaders in the country responsible for policy making by providing English language training. In addition, during the current phase, English and academic training prior to visiting Japan of about 150 hours for successful applicants have been implemented. Efforts for enhancing English proficiency and research basic knowledge in anticipation of research performance in graduate schools have been implemented. In relation to other donors, it has been confirmed that the Australia Awards Scholarship implements English assistance training. However, it seems that only JDS cares about coverage of students' basic knowledge in anticipation of smooth employment and research performance in graduate schools.

The survey team would like to propose improved programs for enhancing English proficiency within the JDS framework to not only obtain personnel who have already achieved sufficient English proficiency while competing with other donors, but also to proactively accept superior personnel who are not able to apply for other donors' scholarship grants because they have been slightly uneasy about English proficiency despite the fact that they are highly competent. It will be a differentiation measure that JDS do not have to compete with other donors.

(3) Critical mass

In this preparatory survey, in order to achieve the project outcome, the feasibility in Cambodia based on the definition of critical mass proposed in the JDS preparatory survey conducted in other countries last year was examined as follows.

① Definition of critical mass

In the JDS Preparatory Survey Report⁴⁰ of four countries, Myanmar, Laos, Tajikistan and Uzbekistan, which was conducted last year, the definition of critical mass in JDS is explained as follows.

- The critical mass generally refers to the "branch point where the penetration rate of products and services jumps at a stretch" in marketing. When trying to define critical mass in JDS, there is a theory that "the critical mass is achieved if JDS returned fellows can occupy 16% of the executive posts in an organization" by quoting the idea of "early adapter and early majority"⁴¹ in marketing.
- However, in this case, the concept of the chasm theory that "there is a large gap between the early adopter and the early majority, and the new product will not explosively spread if it does not exceed this" is a problem. Therefore, as a method to overcome the gap pointed out by this chasm theory⁴², JDS would like to use the concepts of ambassador marketing and influencer marketing.

⁴⁰ JDS Preparatory Survey Report for each country (June 2020)

⁴¹ When a new product comes to the market, "innovators" who like the new technology buy it. After that, if it spreads to those who are interested in new technology called "early adaptor", it will reach the possibility of becoming "early majority", so 16% of both will explosively spread new products. It is an index.

⁴² Marketing consultant Geoffrey A. Moore advocated in his book "Crossing the chasm" in 1991.

- Ambassador marketing is that there are people who are enthusiastic about the spread of new products, influencer marketing approaches consumers through influencers with a certain influence, rather than directly approaching consumers. In other words, it is important for JDS returned fellows to play the "role to enthusiastically disseminate Japanese policy." For example, occupying two of the 10 executive posts of an organization with JDS returned fellows does not mean that a critical mass has been achieved. It can be achieved only when they become ambassadors and influencers who understand and disseminate Japan's policies.
- Therefore, it would be possible to consider that the critical mass in JDS be defined as "20% of JDS returned fellows who have familiarity with Japan occupy the executive posts." For that reason, the follow-up activity of JDS returned fellows is important. In addition to efforts to prevent decreasing the familiarity with Japan of JDS returned fellows, a strong network of JDS returned fellows is also required. This idea is also taken as a reference when considering the definition in the future.

② Possibility for Critical Mass in Cambodia

In order to aim at critical mass as defined above in Cambodia, there exists a large obstacle that does not exist in other countries. According to surveys for questionnaire slips of each ministry, as per the following Table, there exist some government institutions with the highest ministerial position of the Secretary of State of ten positions or more. In order to achieve a situation whereby "from among the number of organizational executive posts, JDS fellows who returned home who have a familiarity with Japan and are knowledgeable about Japan account for 20%," considering the number of important posts for Cambodian government offices and the parameters for JDS fellows who returned home, it can be assumed that it would not be easy to do so.

Table 28 Number of Important Ministerial Posts in Cambodia

	Secretary of state	Under secretary of state	Director general	Deputy director general	Director
Ministry of Foreign Affairs and International Cooperation	10	10	8	25	37
Ministry of Civil Service	13	19	3	21	19
Ministry of Industry, Science, Technology and Innovation	15	15	8	37	44
Ministry of Commerce	22	14	7	27	20
Ministry of Interior	13	21	2	46	10

Therefore, steadily increasing JDS fellows who return home and who have a familiarity with Japan, are knowledgeable about Japan, and can be ambassadors as defined above, is of prime importance. The percentage of important posts occupied by JDS fellows who returned home that satisfies the requisite quantity is not sufficient. It is necessary to pursue a level of quality that will keep JDS fellows who returned home who have assume important posts as the persons who have

a familiarity with Japan and are knowledgeable persons about Japan without fail and for having them serve as influential “ambassadors of Japan.” Thus, follow-ups for JDS fellows are more and more important.

Measures for follow-up processes for JDS fellows who returned home are as follows.

(4) Networking, Establishment of a Follow-up Scheme and Roles of Implementing Agent

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

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

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

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

Follow-up measures implemented after the JDS fellows return home

In order to carry out sustainable follow-up, it is expected that the Japanese side will support and enhance the follow-up content in order to implement measures to maintain and improve the deep understanding of Japan that was raised during the stay in Japan. In particular, over the several years until activities come into full swing, Japan is anticipated to support funding and facilitate activities. Figure 7 shows the image of the familiarity with Japan of foreign students and the passage of time. It shows that familiarity with Japan will be kept high even after returning to Japan by implementing seamless measures from the time of coming to Japan.

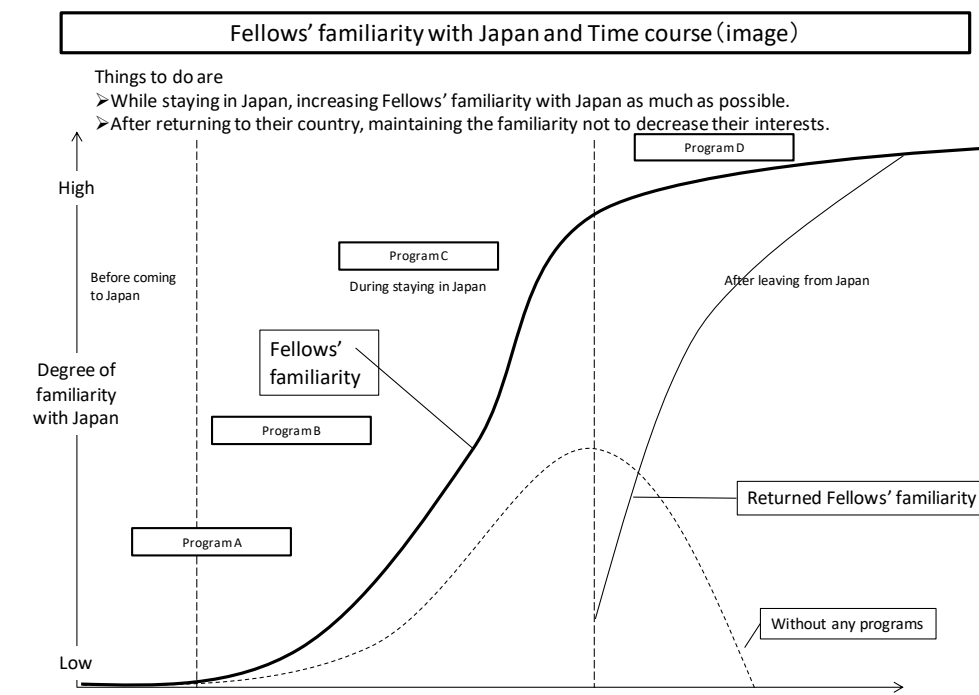


Figure 7 Fellows' familiarity toward Japan and Time Course (Image)

Networking with Japanese government officers

From the viewpoint of improving the familiarity with 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 officers involved in policy making of each country. For the JDS fellows who are expected to serve as a bridge between Japan and Cambodia who are familiar with Japan, a network with the Japanese ministries and agencies would be useful for their future career. It is desirable to provide support for establishing a network through exchange with government officers and the holding of seminars and workshops with the persons concerned with the Japanese ministries and agencies as a lecturer.

The network formulated by these measures is practical for the fellows' operations after they return home, giving an incentive to the fellows 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 agencies and the persons concerned with ODA. It is expected that the implementing agent will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements.

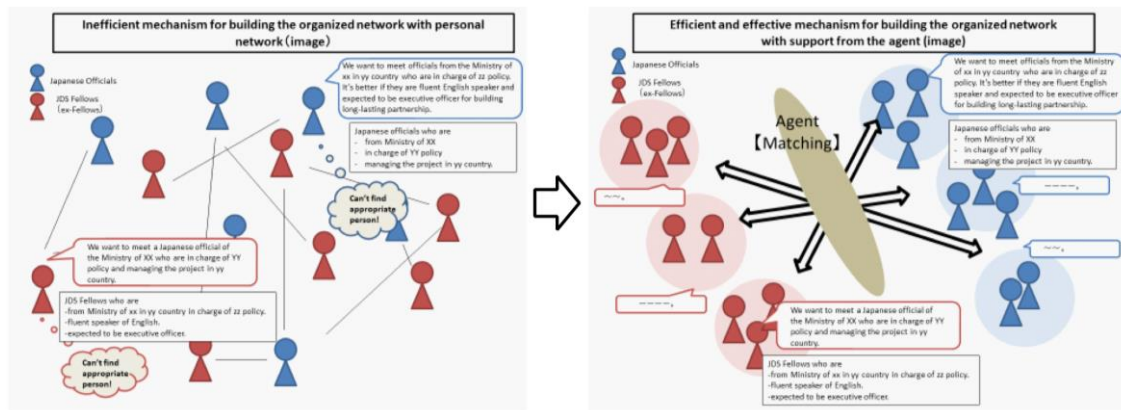


Figure 8 Roles as a Mediator by the Implementing Agent

Firm network foundation with JDS fellows

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

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

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

Network foundation with the Japanese ministries

It is important for Japanese government officers to build a network with JDS fellows. JDS fellows studying and growing up in Japan, are a diplomatic asset of Japan, and in the future, they will

sometimes become diplomatic counterparts or development partners. For example, in the future, JDS returned fellows may be in charge of infrastructure in their countries, and may become the largest key person in Japan's quality infrastructure exports. In addition, in multilateral diplomacy situations, JDS returned fellows can become partners who can share basic values with Japan while various positions of each country are considered.

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

Follow-up perspective

As mentioned above, follow-up activities are important from the viewpoint of critical mass formation and network construction/continuation, and are essential for maximizing project results that cannot be measured by quantitative indicators. At present, in many JDS implementing countries such as Cambodia, after JDS fellows return to Japan, the implementing agent acts as a hub for the JDS returned fellows, supporting the alumni association activities and conducting follow-up activities by taking the lead.

Among them, the implementing agent has established the “JDS Follow-up Fund⁴³” in each country, and provides financial support for the follow-up activities that JDS returned fellows are able to plan independently. In Cambodia, volunteers from JDS returned fellows will use this fund to implement "New Year's party in the economic field (January 2020)", "the launch of the website of the academic society (March 2020)", "the establishment of the academic society for educational research and publication of specialized journals (December 2020)" and "online skill improvement seminar (March 2021)".

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

⁴³ The Fulbright scholarship also has a scheme that provides financial support for planning follow-up activities for graduates.

Follow-up for JDS returned fellows who have taken up important positions

Furthermore, in order for JDS returned fellows to be surely ambassadors of Japan who understand Japanese culture and society, it is necessary to conduct follow-up activities specializing in JDS returned fellows who have taken up important positions.

Therefore, the survey team would like to propose the implementation of the "Japan Revisited Program" for JDS returned fellows who have promoted to certain important positions such as the director general and director. It is expected that this program will be effective in restructuring the network with the accepting university by holding an exchange of opinions with the faculty members, and will also raise awareness as a JDS returned fellows.

(5) Impact of covid-19

Due to the new coronavirus infection occurred in 2020, the preparatory survey was not conducted as planned. Two field surveys, in which the survey team was scheduled to have interviews with Cambodian government officers in Cambodia were not conducted. In addition, the number of applicants in fiscal year 2020, the final year of the current phase, was decreasing, and it is currently not possible to predict how it will affect JDS after the next phase. If the new coronavirus converges for a long time, it will be necessary to search for a way to study abroad adapted to the new environment, and it is necessary to pay close attention to changes in awareness of international students within the Cambodian government and trends of other donors in the implementation of their scholarship programs even after this survey.

3-7 Conclusion

The ASEAN region is located in the center of the Indo-Pacific region and is important for Japan's Free and Open Indo-Pacific (FOIP) concept. ASEAN organizes the ASEAN Outlook (AOIP), which is its unique regional concept, and has increased its international existence. Japan considers that AOIP shares fundamental principles of FOIP and expresses cooperation for synergetic effects. JDS should be aware of national interest under such context and formulate strategies for aiming at diplomatic effects.

Through the preparatory survey in question, the survey team was able to formulate the JDS framework considering more highly diplomatic significance. Making the most use of such framework to be implemented over the next four years, it is required to collect personnel that can be largely expected to contribute to enhancing a bilateral relationship with Japan in the future.

Moreover, in order to have such superior personnel interested in JDS, various efforts will be necessary. One of them is that assistance in acquiring Japanese language ability during their stays in Japan must be effective. Through the preparatory survey in question, it was confirmed that each government office requires young government officers to acquire a certain level of Japanese language proficiency. There existed many opinions regarding which relevant persons would like

to reach the daily conversation level while staying in Japan and to use such skills for communication with Japanese persons concerned. Acquiring the Japanese language allows JDS fellows who return home to more deeply understand the Japanese culture and lifestyle during their stays in Japan, which can possibly create opportunities for JDS fellows who return home who have a familiarity with Japan and are knowledgeable about Japan.

Another effort is that special lectures and events into which Japan's policies are reflected will be held for overseas students during staying in Japan. Japan provides assistance for democratization in Cambodia. Thus, we should review the provision of JDS Cambodia students with special lectures for assisting democratization linked with Japan's diplomatic policies as stated above.

Moreover, as an outcome obtained through the preparatory survey in question, it was confirmed that JDS fellows who returned home desired JDS activity follow-ups. It is proposed that the JDS critical mass is defined as "from among the number of organizational executive posts, JDS fellows who returned home who have a familiarity with Japan and are knowledgeable about Japan account for 20%." Such goal is difficult to achieve because there exist numerous organizational executive posts in Cambodia. For this reason, it is necessary to discharge as many JDS fellows who returned home who have a familiarity with Japan and are knowledgeable about Japan (i.e., ambassadors) as possible. Through such measure, although the result would be a small number of such persons, they should be unified within the Cambodia government and become influential. It was confirmed that the aforementioned opinions on the side of Japan and expectations for follow-ups by JDS fellows who have returned home are matched. Therefore, the creation of a JDS follow-up system is deemed urgent.

To understand that the processes ranging from admission (visiting Japan) to graduation (return home) are considered to constitute the completion of a single JDS project is excessively wasteful. As described above, efforts for JDS fellows during staying in Japan and measures for follow-ups after returning home should be uniformly implemented as consistently uninterruptable measures, increasing persons who are knowledgeable about Japan. Spreading a circle of JDS fellows who returned home, in Cambodia we would like to expect important personnel for Japan to be discharged via JDS in the future as well.

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 Cambodia
6. Basic Plan for the Target Priority Area (Draft)
7. Summary of the Result of Supplementary Survey on Target
Organizations
8. Designing a System for a Japanese-language Framework

Member List of the Survey Team

Name	Assigned Work	Organization and Position
Mr. MIURA Junichi	Leader	Deputy Chief Representative JICA Cambodia Office, JICA
<Consultants>		
Mr. ISHIRO Jun	Human Resource Development Planning	Managing Director International Student Programs Department I, JICE
Mr. YAMAZAKI Junichi	Overseas Study Planning	Chief Officer International Student Programs Division, International Student Programs Department I, JICE
Mr. MORISHITA Taishi	Needs Study/Coordination	Country Officer International Student Programs Division, International Student Programs Department I, JICE

Flowchart of the Preparatory Survey

	Field Survey	in Japan	Accepting Universities
2020 Jul.	Mar. to July. (JICA/ Embassy/ MOFA) •Formulation of the list of target areas and development issues (Sub-Program/ Component)		
Aug.	Oct. [Survey on the needs and achievements of JDS Project by the consultant]	Aug. • Implementation of the request survey of accepting universities (JICA)	
Sept.	•Information collection of civil servant system •Information collection of Gender policy in human resource development system for government officers	Sept. to Oct. [University review / survey] • Evaluation of Proposals • Review of proposals from universities	Aug. to Sep. •Formulation and submission of proposals for JDS Project
Oct.	•Information collection for designing the		
Nov.	Dec. [Agreement on the project framework 1/2] (OC/JICA Survey Team) • Agreement on the new project framework and implementation structure	Oct. • Conclusion of a contract with the consultant	
Dec.	• Agreement on JDS target issues (Sub-Program, Component) • Selection and agreement on Target Organizations and target demographic	Nov. to Dec. • Preparation of draft basic plan for priority fields	
2021 Jan.	• Selection and agreement on accepting universities and the number of fellows	Jan. • Preparation for the draft report on the preparatory survey	Evaluation and review of proposals from universities by the Government of Cambodia, JICA and other
Feb.	Jan. to Feb.2021 [Agreement on the project framework 2/2] (OC/JICA Survey Team) • Confirmation of selection procedures • Confirmation of draft basic plans	Jan.2021 • Preparation for the outline design of the budget Feb. • Submission of the report on the budget to Ministry of Foreign Affairs	
Mar.	• Confirmation of follow-up activities	Mar. • Notification of the result of the selection to accepting universities (JICA)	Mar. • Receipt of the result of the selection, and preparation for accepting JDS fellows
Apr.		Jun. • Finalization of the report on the preparatory survey	
May	Flow after Preparatory Survey		
Jun.	May - • Exchange of Note (E/N) • Grant Agreement (G/A) • Contract between a client of the recipient countries and an agent	May. • Decision on the implementation of JDS Project by Japanese government (cabinet meeting)	
2021 Jul. to 2022 Feb.	Aug.- Recruitment Nov.- • 1st screening by application document • Health examination Dec. to Feb.2022 • 2nd screening by Technical Interview with university faculty		Participate in Selection Nov.- 2021 • Screening by application document Dec. to Feb. 2022 • Technical Interview in Cambodia
Mar. to Jul.	-Mar. • 3rd screening by Comprehensive Interview with OC members		Apr.- • Preparation for Enrollment
Aug.		Aug. • Student Arrival • Briefing and Orientation	
Sept.	Jul. • Pre-departure orientation		Sept.- • Enrollment

The Project for Human Resource Development Scholarships (JDS)

List of Contact Persons during the Field Survey in Myanmar

Date and Time	Organization	Contact Person	Remark
1 st December 2020	Ministry of Health	- Dr. Touch Sokneang, Director, Human Resource Department	Human resource needs in Cambodia
1 st December 2020	Ministry of Posts and Telecommunications	- Mr. Sieng Chansovong, Director, Personnel and Training Department	
3 rd December 2020	Ministry of Rural Development	- Mr. TOUCH Siphath, Director, Training and Research Department	
3 rd December 2020	Ministry of Industry, Science, Technology and Innovation	- H.E. Chhem Kieth Rethy, Minister attached to Prime Minister and Secretary of State - H.E. Heng Sokkung, Secretary of State - Dr. Hul Seingheng, Director General	
4 th December 2020	Ministry of Commerce	- Mr. Hor Lengchhay, Acting Director Trade Training and Research Institute (TTRI)	
16 th December 2020	Ministry of Foreign Affairs and International Cooperation (MOFAIC)	- H.E. Tean Samnang, President, National Institute of Diplomacy and International Relations (NIDIR) - Mr. Kong Aphiwath, Director, Department of Training	Pre-explanation
18 th December 2020	Ministry of Education, Youth and Sports (MOEYS)	- H.E. Yuok Ngoy, Secretary of State	
21 st December 2020	Council for the Development of Cambodia (CDC)	- Ms. Phana Veunida, Director, Bilateral Aid Coordination Development, Japan-Asia Pacific-America	
22 nd December 2020	Ministry of Economy and Finance (MOEF)	- Dr. Tauch Chan Kresna, Advisor	
23 rd December 2020	Ministry of Civil Service (MOCS)	- H.E. Pich Vicheakunthy, Under Secretary of State	
24 th December 2020	MOFAIC	- H.E. Chem Phalla, Vice President, NIDIR	Minutes Meeting for JDS Project 2022-2025
25 th December 2020	JDS Operating Committee	- MOEYS H.E. Yuok Ngoy, Secretary of State, <OC Co-Chair> - JICA Cambodia Office (JICA) Miura Junichi, Senior Representative, <OC Co-Chair> - MOFAIC H.E. Chem Phalla, Vice President, NIDIR - CDC Ms. Phana Veunida Director,	

		<p>Bilateral Aid Coordination Development, Japan-Asia Pacific- America</p> <ul style="list-style-type: none">- MOEF Dr. Tauch Chan Kresna, Advisor- MOCS H.E. Pich Vicheakunthy, Under Secretary of State- Embassy of Japan, Mr. Kanata Tomohiro, First Secretary, Head of Economic & ODA Section- JICA Ms. Tokugawa Shiori, Representative- JICA Thoeun Vongdy, National Staff	
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**MINUTES OF DISCUSSIONS
ON THE PREPARATORY SURVEY OF
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO THE KINGDOM OF CAMBODIA**

In response to a request from the Royal Government of Cambodia (hereinafter referred to as “Cambodia”), 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 Cambodia.


In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by MIURA Junichi, Senior Representative, Cambodia Office, JICA to Phnom Penh from November to December, 2020.

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

Phnom Penh, December 25, 2020


MIURA Junichi
Leader
Preparatory Survey Team
Japan International Cooperation Agency




H. E. YUOK Ngoy
Secretary of State,
For the Minister
Ministry of Education, Youth and Sport

I. Objective of the Preparatory Survey

The Cambodia 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 2021 to 2024 to be implemented under Japan’s grant aid
- (2) To design the outline of the JDS Project through collecting basic information on human resource development for public service officials in Cambodia
- (3) 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 civil servants and others, who are expected to engage in formulating and implementing social and economic development plans and are expected to become leaders in their countries, by means of accepting them in Japanese universities as JDS Fellows. Moreover, the Project aims to strengthen the partnership between their countries and Japan.

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

III. Framework of the JDS Project

1. Project Implementation

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

2. Implementation Coordination

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

Cambodia side

- Ministry of Education, Youth and Sport (Co-Chairperson)
- Ministry of Foreign Affairs and International Cooperation
- Council for the Development of Cambodia
- Ministry of Economy and Finance
- Ministry of Civil Service

Japanese side

- Embassy of Japan
- JICA Cambodia Office (Co- Chairperson)

3. Target Areas of the JDS Project

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

Priority Area :

1. Industrial Development
2. Better Quality of Life
3. Strengthening of Governance

Development Issue as Component

- 1-1. Enhancement of Industrial Competitiveness
 - 1-1-1. Infrastructure Development
 - 1-1-2. Private Sector Development
 - 1-1-3. Improvement of Education Quality
- 1-2. Agriculture and Rural Development
- 2-1. Improvement of Urban Living Environment
- 2-2. Improvement of Healthcare and Social Security System
- 3-1. Improvement of Administrative Functions
- 3-2. Legal and Judicial Development
- 3-3. Building of International Relations

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

The total number of JDS Fellows for the first batch in Japanese fiscal year 2021 shall be at twenty four (24) for Master's Program and two (2) for PhD Program, and this number would indicate the maximum number per batch for four batches, from Japanese fiscal year 2021 to 2024.

6. Target Organizations

Based on the discussion held between the both parties, the Supposed Target Organizations were confirmed as ANNEX-3 "Design of JDS Project for the Succeeding Four Batches". It shall be considered continuously and finalized by the next 1st Committee meeting.

It was agreed that applicants from the target organizations can apply for any component.

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

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

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

- 1) Development Issue as Component : 1-1 Enhancement of Industrial Competitiveness(1-1-1. Infrastructure Development)

Accepting University:

- Hiroshima University, Graduate School of Humanities and Social Sciences and Graduate

School of Advanced Science and Engineering (2 slots)

- 2) Development Issue as Component : 1-1 Enhancement of Industrial Competitiveness(1-1-2. Private Sector Development)

Accepting University:

- Kobe University, Graduate School of International Cooperation Studies(2 slots)
- Rikkyo University, Graduate School of Business (2 slots)

- 3) Development Issue as Component : 1-1 Enhancement of Industrial Competitiveness(1-1-3. Improvement of Education Quality)

Accepting University:

- Hiroshima University, Graduate School of Humanities and Social Sciences and Graduate School of Advanced Science and Engineering (3 slots)

- 4) Development Issue as Component : 1-2 Agriculture and Rural Development

Accepting University:

- Kyushu University, Graduate School of Bioresource and Bioenvironmental Sciences (2 slots)
-

- 5) Development Issue as Component : 2-1 Improvement of Urban Living Environment

Accepting University:

- Toyo University, Graduate School of Global and Regional Studies (2 slots)

- 6) Development Issue as Component : 2-2 Improvement of Healthcare and Social Security System

Accepting University:

- Hiroshima University, Graduate School of Advanced Science and Engineering and Graduate School of Biomedical and Health Sciences (2 slots)

- 7) Development Issue as Component : 3-1 Improvement of Administrative Functions

Accepting University:

- Meiji University, Graduate School of Governance Studies (4 slots)

- 8) Development Issue as Component : 3-2 Legal and Judicial Development

Accepting University:

- Nagoya University, Graduate School of Law (2 slots)

- 9) Development Issue as Component : 3-3 Building of International Relations

Accepting University:

- Ritsumeikan University, Graduate School of International Relations (3 slots)



8. Basic Plan for Each Component

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

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

9. Monitoring and Evaluation

It was agreed that monitoring and evaluation of JDS returning Fellows should be done actively by Government of Cambodia. In addition, organizing an alumni group could be considered for enhancing knowledge sharing and networking among JDS Fellows.

IV. Undertakings of the Project

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

V. Important Matters Discussed

1. English Training for the JDS Fellows

Both parties confirmed the necessity of English language training in order to enhance preparedness of JDS applicants continuously. Specific measures will be proposed by both parties based on the result of the Preparatory Survey.

Annex 1 Flowchart of the Preparatory Survey

Annex 2 Flowchart of the Succeeding Four Batches

Annex 3 Design of JDS Project

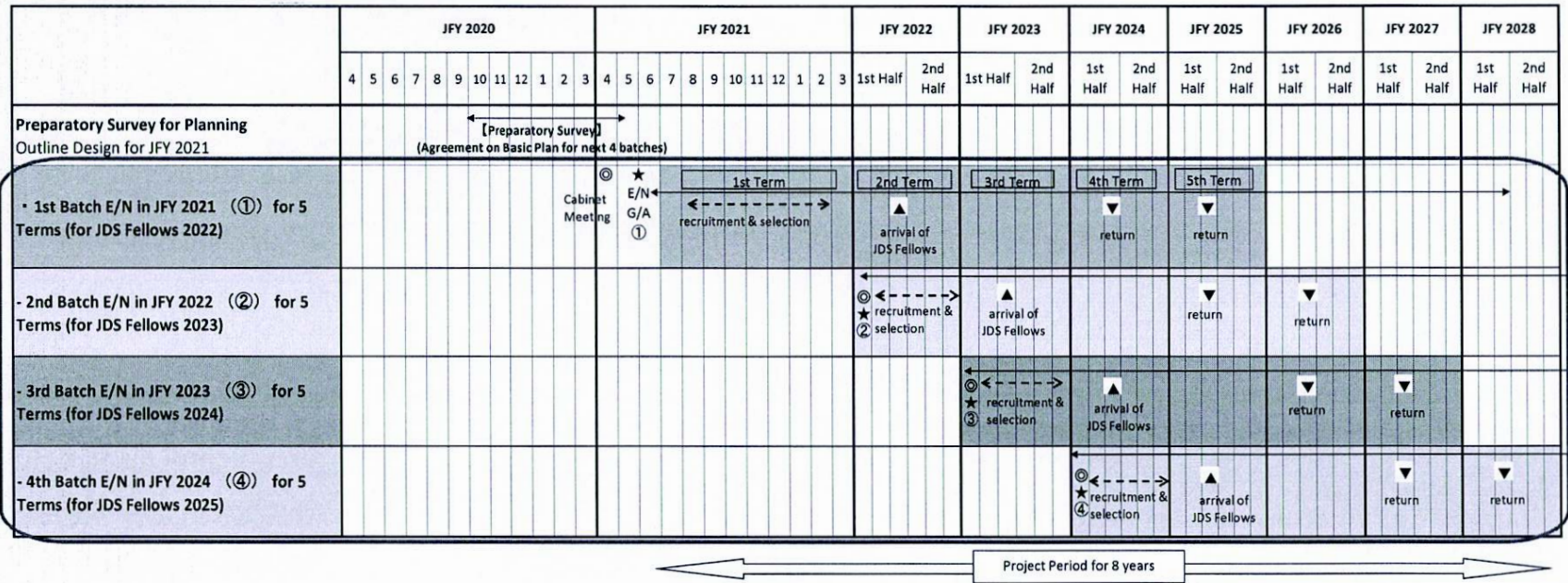
Annex 4 Basic Plan

Annex 5.Undertaking of the Project (Draft)

Flowchart of the Preparatory Survey

	Field Survey	in Japan	Accepting Universities
2020 Jul.	Mar. to July. (JICA/ Embassy/ MOFA) •Formulation of the list of target areas and development issues (Sub-Program/ Component) •Explanation of the outline of JDS Project to the government of the recipient countries		
Aug.	Oct. [Survey on the needs and achievements of JDS Project by the consultant]	Aug. •Implementation of the request survey of accepting universities (JICA)	
Sept.	•Information collection of civil servant system •Information collection of Gender policy in human resource development system for government officers	Sep. to Oct. [University review / survey] • Evaluation of Proposals • Review of proposals from universities	Aug. to Sep. •Formulation and submission of proposals for JDS Project
Oct.	•Information collection for designing the Japanese language frame system	Oct. •Conclusion of a contract with the consultant •Preparation for field survey	
Nov.	Dec. [Agreement on the project framework 1/2] (OC/JICA Survey Team) •Agreement on the new project framework and implementation structure	Nov. to Dec. •Preparation of draft basic plan for priority fields	
Dec.	•Agreement on JDS target issues (Sub-Program, Component) •Selection and agreement on Target Organizations and target demographic	Jan. •Preparation for the draft report on the preparatory survey	
2021 Jan.	•Selection and agreement on accepting universities and the number of fellows	Jan.2021 •Preparation for the outline design of the budget	Evaluation and review of proposals from universities by the Government of Cambodia, JICA and other
Feb.	Jan. to Feb.2021 [Agreement on the project framework 2/2] (OC/JICA Survey Team) •Confirmation of selection procedures •Confirmation of draft basic plans	Feb. •Submission of the report on the budget to Ministry of Foreign Affairs	
Mar.	•Confirmation of follow-up activities	Mar. •Notification of the result of the selection to accepting universities (JICA)	Mar. •Receipt of the result of the selection, and preparation for accepting JDS fellows
Apr.		Jun. •Finalization of the report on the preparatory survey	
May	Flow after Preparatory Survey		
Jun.	May - •Exchange of Note (E/N) •Grant Agreement (G/A) •Contract between a client of the recipient countries and an agent	May. •Decision on the implementation of JDS Project by Japanese government (cabinet meeting)	
2021 Jul. to 2022 Feb.	Aug.- Recruitment Nov.- • 1st screening by application document • Health examination Dec. to Feb.2022 • 2nd screening by Technical Interview with university faculty -Mar. •3rd screening by Comprehensive Interview with OC members		Participate in Selection Nov.- 2021 •Screening by application document Dec. to Feb. 2022 •Technical Interview in Cambodia
Mar. to Jul.			Apr.- •Preparation for Enrollment
Aug.		Aug. • Student Arrival • Briefing and Orientation	
Sep.	Jul. •Pre-departure orientation		Sept.- •Enrollment

Flowchart of JDS Project for the Succeeding Four Batches



© : Cabinet Meeting (Japan)

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

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

▲ : Arrival

▼ : Return to the country

Design of JDS Project (JFY 2021-2024)

Sub-Program (JDS Priority Area)	Components (JDS Development Issues)	Numbers of Fellow	Possible Fields of Study	Supported Target Organizations	University	Degree
1. Industrial Development	1-1. Infrastructure-Development Enhancement 1-1.1. Infra-structure-Development 1-1.2. Private Sector Development 1-1.3. Improvement of Education Quality	2	Logistics, transportation policy, building system, electric power, information and communication, national land planning, urban transportation, urban development (urban management, urban planning), etc.	CONCEPT: (1) As a general rule, administrative officers of the following ministries and their related government agencies, as well as personnel of some exceptionally targeted agencies (No.20 - 35), are targeted. (2) The following is a basic draft design of the framework. Based on this, addition, reduction and further detail arrangement of the Target Organizations can be made by the Operating Committee when necessary <Target Organizations> 01. Ministry of Agriculture Forestry and Fisheries 02. Ministry of Civil Service 03. Ministry of Commerce 04. Ministry of Economy and Finance 05. Ministry of Education, Youth and Sport 06. Ministry of Environment 07. Ministry of Foreign Affairs and International Cooperation 08. Ministry of Health 09. Ministry of Industry, Science, Technology and Innovation 10. Ministry of Interior 11. Ministry of Justice 12. Ministry of Labor and Vocational Training 13. National Social Security Fund 14. Ministry of Land Management, Urban Planning and Construction 15. Ministry of Mines and Energy 16. Ministry of Planning 17. Ministry of Post and Telecommunications 18. Ministry of Public Works and Transport 19. Ministry of Rural Development 20. Ministry of Tourism 21. Ministry of Water Resource and Meteorology 22. Ministry of Women Affairs 23. Ministry of National Assembly-Senate Relations and Inspection 24. Office of the Council of Ministers 25. Council for the Development of Cambodia (CDC) 26. National Assembly 27. National Election Committee 28. Royal Academy for Judicial Professions 29. Senate of Cambodia 30. Electricity of Cambodia (EDC) 31. National Bank of Cambodia 32. Phnom Penh Autonomous Port 33. Sihanoukville Autonomous Port 34. Telecom Cambodia 35. Water Supply Authority	Hiroshima University (2 slots) Graduate School of Advanced Science and Engineering Graduate School of Humanities and Social Sciences	Master of Economics Master of Business Administration Master of International Cooperation Studies Master of Philosophy Master of Engineering
		4	Investment / trade promotion, tariff policy, SME / entrepreneur development, etc.		Kobe University (2 slots) Graduate School of International Cooperation Studies	Master of Economics Master of International Cooperation Studies
	1-1.2. Improvement of Education Quality	3	Educational finance, educational policy, higher education / secondary education / primary education / preschool education quality improvement, educational access / inequality correction, teachers (personnel, evaluation), non-formal education, special needs education, school management, etc.		Rakkyo University (2 slots) Graduate School of Business	Master of Public Management and Administration
		2	Agricultural development economy (agricultural statistics, agricultural economy, agricultural product distribution), agricultural civil engineering (irrigation, river development) related policies, food hygiene, forestry (climate change), etc.		Hiroshima University (3 slots) Graduate School of Humanities and Social Sciences Graduate School of Advanced Science and Engineering	Master of Philosophy Master of Education Master of International Cooperation Studies
2. Better Quality of Life	1-2. Agriculture and Rural Development	2		Kyushu University (2 slots) Graduate School of Bioscience and Biomedical Sciences	Master of Science	
	2-1. Improvement of Urban Living Environment	2	Water and sewage operation management, waste, etc.	Toyo University (2 slots) Graduate School of Global and Regional Studies	Master of Regional Development Studies	
	2-2. Improvement of Healthcare and Social Security System	2	Social protection (medical insurance), maternal and child health, infectious diseases (including infectious diseases), non-infectious diseases, nutrition, food hygiene, strengthening of health system, etc.	Hiroshima University (2 slots) Graduate School of Advanced Science and Engineering Graduate School of Biomedical and Health Sciences	Master of International Cooperation Studies Master of Public Health Master of Philosophy Master of Engineering	
	3-1. Improvement of Administrative Functions	4	Decentralization, local administration, national development policy, macroeconomics / finance, finance (microfinance), gender, etc.	Meiji University (4 slots) Graduate School of Governance Studies	Master of Public Policy	
3. Strengthening of Governance	3-2. Legal and Judicial Development	2	Legal system operation, tariff / SEZ related law development, labor related law, etc.	Nagoya University (2 slots) Graduate School of Law	Master of Laws (Comparative Law)	
	3-3. Building of International Relations	3	International policies, international economy, ASEAN regional integration, foreign policy, etc.	Ritsumeikan University (3 slots) Graduate School of International Relations	Master of Arts in International Relations	
Total Number/ year		24				

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

Basic Information of Target Priority Area (Sub Program)

1. Country:
2. Target Priority (Sub-Program) Area:
3. Operating Committee:

Itemized Table 1-1-1
1. Outline of Sub-Program / Component
(1) Basic Information

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

(2) Background and Needs (Position of JDS in Development Plan of Kingdom of Cambodia)
(3) Japan's ODA Policy and Achievement (including Kingdom of Cambodia)

Relevant Projects and Training Programs of JICA Cambodia Office:

2. Cooperation Framework
(1) Project Objective

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

(2) Project Design

- 1) Overall goal
- 2) Project purpose

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

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

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

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Pre-departure preparation in Cambodia 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 2022 (Until 2024) : X fellows, From the year 2023 (Until 2025) : X fellows

From the year 2024 (Until 2026) : X fellows, From the year 2025 (Until 2027) : X fellows

(7) Inputs from the Cambodia 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: Be a citizens of Cambodia
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Be a holder of Bachelor Degree authorized by the Royal Government of Cambodia (RGC) or other countries
- 4) Work Experience:
 - Be a public servant employed by a Target Organization, or an employee of designated organizations
 - Have at least 2-year full time work experience in the current workplace as of the application closing date (Contract staff is not eligible)
- 5) Others
 - Have enough English language proficiency
 - Be in good physical and mental conditions
 - A person falling under any of the following items is not eligible
 - Not be a current or prospected recipient of other scholarships
 - Not be a holder of Master or higher degree earned abroad under the support of foreign scholarship
 - Military personnel or those who belong to affiliated organizations



Undertakings of the Project (Draft)

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

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

(MOEYS: Ministry of Education, Youth and Sport, B/A: Banking Arrangement, A/P: Authorization to pay, N/A: Not Applicable)

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

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

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

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

Sub-Program	Component		University	Graduate School	Expected Number of JDS Participants				
					1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1. Industrial Development	1-1 Enhancement ofIndustrial Competitiveness	1-1-1 Infrastructure Development	Hiroshima University	Graduate School of Advanced Science and Engineering Graduate School of Humanities and Social Sciences	2	2	2	2	8
		1-1-2 Private Sector Development	Kobe University	Graduate School of International Cooperation Studies	2	2	2	2	8
			Rikkyo University	Graduate School of Business	2	2	2	2	8
		1-1-3 Improvement of Education Quality	Hiroshima University	Graduate School of Humanities and Social Sciences Graduate School of Advanced Science and Engineering	3	3	3	3	12
	1-2 Agriculture and Rural Development		Kyushu University	Graduate School of Bioresource and Bioenvironmental Sciences	2	2	2	2	8
2. Better Quality of Life	2-1 Improvement of Urban Living Environment		Toyo University	Graduate School of Global and Regional Studies	2	2	2	2	8
	2-2 Improvement of Healthcare and Social SecuritySystem		Hiroshima University	Graduate School of Advanced Science and Engineering Graduate School of Biomedical and Health Sciences	2	2	2	2	8
3. Strengthening of Governance	3-1 Improvement of Administrative Functions		Meiji University	Graduate School of Governance Studies	4	4	4	4	16
	3-2 Legal and Judicial Development		Nagoya University	Graduate School of Law	2	2	2	2	8
	3-3 Building of International Relations		Ritsumeikan University	Graduate School of International Relations	3	3	3	3	12
Total					24	24	24	24	96

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Industrial Development
3. Operating Committee:
 Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Economy and Finance, Ministry of Civil Service
 Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 1-1-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Industrial Development
2. Component: Enhancement of Industrial Competitiveness (Infrastructure Development)
3. Target Organization: See Annex

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

Cambodia is located in the heart of the Mekong River region. To take advantage of its geographically strategic location for its economic development, it is expected that Cambodia strengthens its partnerships with its neighboring countries in terms of infrastructure and human resources. It is absolutely essential for Cambodia to further improve its transportation infrastructure and logistics process. In particular, it is imperative that Cambodia steps up its efforts to strengthen the partnerships, facilitate trade, and develop investment infrastructure (urban infrastructure and power supply) through the development of good quality infrastructure around the Southern Economic Corridor and the Sihanoukville Port. It is also important to introduce measures and develop infrastructure to mitigate traffic congestion caused by rapid urbanization.

Under this circumstances, it is necessary to foster human resources those who can design development plans and policies, or who can properly examine and manage the plan and progress, draw up and carry out the operational and maintenance plans in order to develop economic Infrastructures.

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

"Development Cooperation Policy for Cambodia" (as of July 2017) puts "support the further strengthening of socio-economic foundations to achieve an upper-middle income country status by 2030" as overall goal. In "Industrial development", which is one of three pillars of propriety, it is stated that Japan supports the following areas; (i) the promotion of the development of basic infrastructure and soft infrastructure that will be the basis of economic activities in order to meet high private investment demand, (ii) the further improvement of connectivity through high-quality infrastructure development, especially based on the Southern Economic Corridor and Sihanukville Port, (iii) the facilitation of trade, the improvement of investment infrastructure (urban infrastructure and electric power), (iv) the diversification of the industrial structure that is overly dependent on the garment industry.

To supplement JICA's Logistics Improvement and Promotion Program and Investment Environment Improvement Program, the JDS Program is expected to develop people who are capable of making infrastructure development policies, reviewing and managing plans and progress, and making and carrying out implementation and maintenance plans.

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched

464 Fellows in total through the 1st to 20th batch. Among the 464 fellows, 413 obtained master's degree. Most of the returned fellows have returned to the original workplace for solving development issues through their work.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

Transport Policy Advisor / Port Management Advisor (tentative translation), Electricity Economy / Planning Advisor (tentative translation) / The Project for Improvement of Trunk Road Traffic Safety (tentative translation) / The Project for Improving the Logistics System of Cambodia / The Project for Port Administration Capacity Building (tentative translation) / The Project for Comprehensive Traffic Management Plan and Capacity Development of Traffic Control Center in Phnom Penh (tentative translation) / The Project of Electronic Reference Point Development for Land Management and Infrastructure Development (tentative translation) / Project for Enhancement of Operation and Management of Cambodian Transmission System

【Loan Aid (Yen Loan)】

Sihanoukville Port New Container Terminal Development Project / National Road No. 5 Improvement Project / Phnom Penh Transmission and Distribution Expansion Project

【Grant Aid】

The Project for Urgent Replacement of Bridges in Flood-Prone Areas / The Project for the Development of Port Electric Data Interchange (EDI) System for Port Modernization

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

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

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

(4) Number of JDS Fellows and Accepting University

Hiroshima University, Graduate School of Advanced Science and Engineering / Graduate School of Humanities and Social Sciences

2 fellows / year total 12 fellows / 4 years

(5) Activity (Example)

Hiroshima University, Graduate School of Advanced Science and Engineering / Graduate School of Humanities and Social Sciences

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Preliminary education for acquiring basics	<ul style="list-style-type: none"> The preliminary education is provided to strengthen JDS fellows' knowledge for their researches by communicating with their planned main supervisors before departure to Japan, and to establish an advising team that will support their learning and research at the graduate level after coming to Japan. They are required to conduct self-study under the instruction of the main supervisors and submit reports on technical and policy issues and its measures via e-mail for preliminary supervisions.
2) During study in Japan	
Acquire practical knowledge related to the development policy and technology of economic infrastructure	<ul style="list-style-type: none"> Hiroshima University offers an education program jointly organized by the Transdisciplinary Science and Engineering Program and the International Economic Development Program. Although the JDS candidates will choose one of the courses, they are able to take any courses provided by this joint program. Each of the JDS candidates is supervised by three faculty members: a main supervisor and two sub-supervisors. One of the two sub-supervisors is selected from another course. JDS fellows learn practical knowledge from professionals or specialists from other universities or institutions through a variety of seminars. They participate in academic or international conferences.
Support for research by necessary materials and books	<ul style="list-style-type: none"> To conduct researches smoothly, all JDS fellows are provided with specialized books, datasets, and/or other materials necessary for their research. In addition, spatial analysis software such as Arc GIS is also provided.
Development of knowledge to write a master's thesis in English	<ul style="list-style-type: none"> Through special English language courses, "Academic Writing ", JDS fellows can obtain essential skills in writing academic papers. In addition, they can utilize English proofreading by native speakers on their master theses.
Support for research by mentorship system	<ul style="list-style-type: none"> Under Special Program, at least one Ph.D. student is assigned to every JDS fellow for two years (mentorship system). JDS fellows are able to get appropriate advices and ample support on their research from the mentor whenever they

	want.
3) After return	
Utilize of knowledge and achievement.	<ul style="list-style-type: none"> Hiroshima University conducts a follow-up seminar in Cambodia within approximately one to two years after their graduation to see how they utilize the knowledge acquired in our course afterwards.

(6)-1 Input from the Japanese Side

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

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

1 batch 2 fellows × 4 years = 8 fellows
From the year 2022 (Until 2024) : 2 fellows, From the year 2023 (Until 2025) : 2 fellows
From the year 2024 (Until 2026) : 2 fellows, From the year 2025 (Until 2027) : 2 fellows

(7) Inputs from the Cambodia Side

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

(8) Qualifications

1) Nationality: Citizens of Cambodia
2) Age: Between 22 and 39 as of April 1 st in the year of dispatch (in principle)
3) Academic Background: <ul style="list-style-type: none"> - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
4) Work Experience: <ul style="list-style-type: none"> - Currently employed in the Target Organizations as a full-time employee (Except contract staff) - Has at least 2 (two) years of work experience in the target organizations at the time of application.
5) Others <ul style="list-style-type: none"> - Have a good command of both written and spoken English. - Must be mentally and physically in good health. - A person falls under the following items is not eligible to apply: <ul style="list-style-type: none"> • Those who are currently awarded or scheduled to receive another scholarship. • Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship. • Military personnel registered on the active list or person on alternative military service.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Industrial Development
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Economy and Finance, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 1-1-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Industrial Development
2. Component: Enhancement of Industrial Competitiveness (Private Sector Development)
3. Target Organization: See Annex

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

Cambodia's labor-intensive industries, such as the garment industry that has been a key driving force of its economic growth for the last 10 years, are faced with more severe competition due to upward pressure on domestic wages as well as the rise of developing countries including Myanmar and Bangladesh in recent years. The Cambodian government has identified in the Cambodia Industrial Development Policy 2015-2025 the promotion of domestic high value added industries, export diversification, and the development of human resources as the essential tasks that must be addressed to maintain its sustainable economic growth.

Under this circumstances, it is necessary to foster human resources those who can design development plans and policies, or who can properly examine and manage the plan and progress, draw up and carry out the operational and maintenance plans in order for development of private sector.

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

"Development Cooperation Policy for Cambodia" (as of July 2017) puts "support the further strengthening of socio-economic foundations to achieve an upper-middle income country status by 2030" as overall goal. In "Industrial development", which is one of three pillars of propriety, it is stated that Japan supports the following areas; (i) the promotion of the development of basic infrastructure and soft infrastructure that will be the basis of economic activities in order to meet high private investment demand, (ii) the further improvement of connectivity through high-quality infrastructure development, especially based on the Southern Economic Corridor and Sihanukville Port, (iii) the facilitation of trade, the improvement of investment infrastructure (urban infrastructure and electric power), (iv) the diversification of the industrial structure that is overly dependent on the garment industry.

To supplement JICA's Investment Environment Improvement Program and Logistics Improvement and Promotion Program, the JDS Program is expected to develop people who are capable of making and implementing policies for attracting strategic foreign direct investment, stimulating trade, and developing the domestic industry which mainly consists of very small, small-, and medium-sized companies.

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched 464 Fellows in total through the 1st to 20th batch. Among the 464 fellows, 413 obtained master's degree.

Most of the returned fellows have returned to the original workplace for solving development issues.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

Electricity Economy / Planning Advisor (tentative translation) / Project for Enhancement of Operation and Management of Cambodian Transmission System / Project for Improving TVET Quality to Meet the Needs of Industries /

【Loan Aid (Yen Loan)】

Phnom Penh Transmission and Distribution Expansion Project / Phnom Penh Transmission and Distribution Expansion Project (Phase 2) / (Overseas investment and loan) Support for Micro and SMEs: Loans for Microfinance to HKL (tentative translation), etc.

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

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

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

(4) Number of JDS Fellows and Accepting University

Kobe University, Graduate School of International Cooperation Studies

2 fellows / year total 8 fellows / 4 years

Rikkyo University, Graduate School of Business

2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)

1) Kobe University, Graduate School of International Cooperation Studies

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Acquire basic knowledge required in the graduate school	<ul style="list-style-type: none">JDS fellows have a pre-enrollment training to improve mathematical and statistical analysis capacity.The university offers an individual guidance before

	<p>entrance based on research proposal (research theme setting, data collection, etc.)</p> <ul style="list-style-type: none"> Approximately the supervisor closely contacts the fellow, and the faculty in charge of JDS visits the field and instructs data collection, literature survey etc. individually.
2) During study in Japan	
Obtain fundamental and applied knowledge of economics and analytical abilities for the various problems faced by developing countries	<ul style="list-style-type: none"> "Macroeconomics" and "Microeconomics" as basic courses of economics, and "Statistics," "Econometrics," and "Social Research Methods for Development" are provided. The university also offer "Mathematics for Social Sciences" as preparatory course for these basic subjects. JDS candidates take subjects on macroeconomic policy and investment / trade policy such as "Public Finance," "Monetary Theory," "International Economics," "Economic Growth," etc. as applied subjects in economics. The university offers "Economic Development Studies," "Development Management," "International Development Cooperation," "Human Capital Development," "Socio-economic Development Theory," etc. as subjects corresponding to the various challenges faced by developing countries.
Provide seminars for master's thesis preparation and English language improvement	<ul style="list-style-type: none"> The university offer "Academic writing" to strengthen the ability to write papers and "Mathematics for Social Science" for improvement for mathematical ability. Proof reading and guidance by English instructors from English speaking countries is provided. Tutor works in order to support for research life.
Obtain technical knowledge related to private sector development and learn concrete policy making skills	<ul style="list-style-type: none"> In special seminars, faculty members and JDS candidates compare and study examples similar to research subjects, and professors instruct JDS fellows to improve their abilities of policy proposals and analyzes on development issues, including presentation skills. JDS fellows participate in lectures and seminars by experts from international organizations to deepen knowledge on fiscal and monetary policy, investment / trade policy, industrial policy, etc. Study tours to deepen the knowledge on "private sector development," visiting related companies / government agencies such as Toyota, Panasonic, Bank of Japan, Tokyo Stock Exchange, Tax College, etc.) are provided. JDS fellows conduct a field survey in the research area (National Institute of Statistics, Ministry of Economy and Finance, others)
3) After return	
Utilize of knowledge and achievement.	<ul style="list-style-type: none"> The university provide seminars and symposiums for

	follow-up after returning home and network collaboration.
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2) Graduate School of Business, Rikkyo University

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Improve knowledge of research themes and prepare for lectures and research after enrollment before coming to Japan	<ul style="list-style-type: none"> Short-term basic courses such as mathematics, economics, and statistics will be held in Cambodia or Japan as needed to prepare for the regular course after enrollment.
2) During study in Japan	
Improve basic knowledge and applied skills related to policy making, operation, analysis, and evaluation.	<ul style="list-style-type: none"> In the first year, JDS fellows will acquire basic theories of public management and economics and quantitative analysis methods by taking compulsory subjects related to statistics, mathematics, public management, and economics. After that, based on this, in the second year, they will develop applied skills through elective courses.
Acquire insight / understanding ability, logical thinking ability, research ability, analytical ability, policy formulation ability, evaluation ability, etc. about development issues and public management / policy.	<ul style="list-style-type: none"> An academic advisor will be assigned from the first year and will continue to provide guidance for two years. The academic advisor will provide detailed and polite guidance, including consultation on courses to be taken, selection of research questions to be dealt with in the master's thesis, construction of research design, data collection and analysis, and writing. In addition, a special seminar on the literature search method "Refworks" and the statistical analysis software "Stata" will be held.
Obtain practical and applied abilities	<ul style="list-style-type: none"> Seminars will be held by inviting external lecturers (from universities, research institutes, companies, government agencies, etc.) to learn the knowledge from experts and practitioners in the field. In addition, field trips to central ministries, local governments, and private companies will be conducted to promote the acquisition of practical knowledge and skills by visiting the site and deepening exchanges with the person in charge.

3) After return	
<p>Improve research achievements after returning to Cambodia</p> <p>Implementation of follow-up and network construction</p>	<ul style="list-style-type: none"> · Excellent thesis will be given the opportunity to be reported at international conferences in the latter half of the second year or immediately after graduation, basically in the form of co-authorship with an academic advisor. These opportunities not only gain experience in disseminating their own research results, but also aim to improve the policy proposals of the thesis based on feedback from other researchers and publish it in peer-reviewed academic journals. · In addition, after completion, post-training and follow-up meetings will be conducted locally by faculty and staff to continuously improve the skills of graduates. Furthermore, the network through regular information dissemination will be maintained.

(6)-1 Input 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 4 fellows × 4 years = 16 fellows
From the year 2022 (Until 2024) : 2 fellows, From the year 2023 (Until 2025) : 2 fellows
From the year 2024 (Until 2026) : 2 fellows, From the year 2025 (Until 2027) : 2 fellows

(7) Inputs from the Cambodia 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

<p>1) Nationality: Citizens of Cambodia</p> <p>2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)</p> <p>3) Academic Background:</p> <ul style="list-style-type: none"> - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries <p>4) Work Experience:</p> <ul style="list-style-type: none"> - Currently employed in the Target Organizations as a full-time employee (Except contract staff) - Has at least 2 (two) years of work experience in the target organizations at the time of application. <p>5) Others</p> <ul style="list-style-type: none"> - Have a good command of both written and spoken English. - Must be mentally and physically in good health. - A person falls under the following items is not eligible to apply: <ul style="list-style-type: none"> · Those who are currently awarded or scheduled to receive another scholarship. · Those who have already obtained a master's or higher degree overseas under the support of foreign

scholarship.

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

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Industrial Development
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Economy and Finance, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 1-1-3

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Industrial Development
2. Component: Enhancement of Industrial Competitiveness (Improvement of Education Quality)
3. Target Organization: See Annex

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

While Cambodia's net enrollment rate in primary education exceeds 90 percent, internal efficiency does not reach a satisfactory level, with the gross enrollment rates in lower and upper secondary education at 56 percent and 28 percent, respectively. The main contributing factor, apart from poverty, is insufficient quality education, which fails to prompt children to learn and results in some children being left behind. Insufficient quality education can hinder children from developing logical reasoning skills and becoming productive workers in the future. Therefore, teachers are encouraged to improve their subject knowledge and the skills needed to conduct lessons as an urgent priority. In the Education Strategic Plan 2019 - 2023, Ministry of Education, Youth and Sports in Cambodia has embraced an overarching policy for teacher capacity development to ensure inclusive, equitable and quality education and to promote lifelong learning opportunities for all.

To cope with this situation, it is necessary to foster human resources who can design and carry out policies to improve the education quality.

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

"Development Cooperation Policy for Cambodia" (as of July 2017) puts "support the further strengthening of socio-economic foundations to achieve an upper-middle income country status by 2030" as overall goal and "Industrial development" is listed as one of three pillars of propriety. It is stated that in line with the "Education Strategic Plan 2019-2023", Japan assists the establishment and the strengthening of management capacity of a four-year teacher training college from both hardware and software perspectives in order to develop theoretical and critical thinking of students as well as to nurture human resources who are able to support Cambodian national development from a long term viewpoint.

To supplement JICA's Program for Human Resource Development for Industrial Development, the JDS Program is required to develop people who are responsible for making and implementing policies that are beneficial to the improvement of education.

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched

464 Fellows in total through the 1st to 20th batch. Among the 464 fellows, 413 obtained master's degree and returned to Cambodia (as of March 2021), Most of the returned fellows have returned to the original workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation】

The Project for Establishing Foundation for Teacher Education College (E-TEC) / The Project for Strengthening Engineering Education and Research for Industrial Development in Cambodia

【Grant Aid】

The Project for the Construction of Teacher Education Colleges

【Long Term Training Program】

Improving the Quality of Basic Education (Support for Obtaining a Master's Degree as an Academic Advisor at a Teacher Training University) (tentative translation), ASEAN University Network / Southeast Asia Engineering Education Development Network / Engineering Study Abroad Program (Innovative Asia / Science and Technology Innovation) (tentative translation)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

Hiroshima University, Graduate School of Advanced Science and Engineering / Graduate School of Humanities and Social Sciences

3 fellows / year total 12 fellows / 4 years

(5) Activity (Example)

Hiroshima University, Graduate School of Advanced Science and Engineering / Graduate School of Humanities and Social Sciences

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To support preparing for smooth start of the study and research activities upon their arrival.	<ul style="list-style-type: none">Before coming to Japan, a faculty member who is close to the specialty of the JDS fellows will give advance guidance on the research plan. In addition, for JDS fellows with low English proficiency, English study will be instructed before coming to Japan.
2) During study in Japan	
To gain the basic and fundamental knowledge and concepts on educational development issues while understanding development issues interdisciplinarily and learning from Japanese development experience.	<ul style="list-style-type: none">JDS fellows take specialized courses to study educational development (Elective from Human Resource Development for Education, Science Education Development, Mathematics Education Development, Development of Higher Education, Planning for Educational Development I, Inclusive Education, and others, etc.).JDS fellows take basic courses for developing research skills (Special Study is compulsory, and elective from Ethics and Research Methods in Education, Introduction of Statistical Analysis in Education, Fieldwork Methodology in Educational Development, etc.).JDS fellows take courses for understanding development issues interdisciplinarily (Special Lecture of Humanities and Social Sciences is compulsory, elective from Academic Approach to SDGs-A, World Peace and HIROSHIMA, and others. Additional registration is possible for specialization courses from other programs.).JDS fellows take curriculum for understanding Japanese experiences in development (History of Japanese Educational Development is compulsory, elective from Japanese Experience of Social Development, and Japanese Experience of Human Development).
To foster English skills, the policy planning ability and problem-solving skills through developing a master's thesis.	<ul style="list-style-type: none">JDS fellows write a master's thesis related supervisor's specialty. Through studying related to the practical research after returning home, professors can easily instruct JDS fellows after graduation and generate synergy effects between teaching and actual joint projects after graduation.JDS fellows improve their ability to write English thesis by taking courses of academic English thesis method for graduate students of education and reviewing master's thesis in English.In addition to guidance within each seminar, the progress

	<p>of research will be confirmed and guidance will be provided through presentations and discussions at interim and final presentations of research.</p> <ul style="list-style-type: none"> • JDS fellows will develop research ability by participating in each education-related academic society in Japan and presenting their research.
To understand educational issues comprehensively by cooperating with neighboring countries and understanding of their educational issues.	<ul style="list-style-type: none"> • Under special program, the university offers a joint seminar on educational development for CLM (Cambodia, Laos, and Myanmar). JDS fellows attend the academic meeting in CLM countries to establish academic relationship.
3) After return	
To conduct a follow up education after the graduation.	<ul style="list-style-type: none"> • A few professor will visit Cambodia to hold the academic meeting as a follow-up activities.
4) Supplementary information	<ul style="list-style-type: none"> • If JDS fellows belong to the Transdisciplinary Science and Engineering Program, they will take the above courses of the International Economic Development Program as much as possible in addition to the compulsory courses and specialized courses of the Transdisciplinary Science and Engineering Program, and receive the same guidance.

(6)-1 Input 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 3 fellows × 4 years = 12 fellows
From the year 2022 (Until 2024) : 3 fellows, From the year 2023 (Until 2025) : 3 fellows
From the year 2024 (Until 2026) : 3 fellows, From the year 2025 (Until 2027) : 3 fellows

(7) Inputs from the Cambodia Side

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

(8) Qualifications

1) Nationality: Citizens of Cambodia
2) Age: Between 22 and 39 as of April 1 st in the year of dispatch (in principle)
3) Academic Background:
- Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or

other countries

4) Work Experience:

- Currently employed in the Target Organizations as a full-time employee (Except contract staff)
- Has at least 2 (two) years of work experience in the target organizations at the time of application.

5) Others

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

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Industrial Development
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Economy and Finance, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 1-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Industrial Development
2. Component: Agriculture and Rural Development
3. Target Organization: See Annex

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

Agriculture, which is a major industrial sector in Cambodia, accounts for approximately 30 percent of the country's GDP and employs approximately 50 percent of its working population. Production of rice, which is Cambodia's staple food, has been increased, but the volume of rice exports is small and many of horticulture crops and marine products are imported from neighboring countries. Farmers' incomes remain low as a result. It is becoming important to meet domestic demand as well as to promote exports in order to increase farmers' incomes and vitalize farming villages. Furthermore, it is also necessary not only to improve productivity and quality, but also to add value to agriculture through diversification and commercialization and the promotion of the processing industry and to provide market access.

Under this circumstance, it is necessary to foster long-term human resources in order to plan and promote sustainable agriculture in Cambodia while corresponding global economic trends, especially those who can design and carry out policies and measurements for agricultural promotion, manage and develop water resource for agricultural economy and productivity improvement, and develop farming advancement skills.

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

"Development Cooperation Policy for Cambodia" (as of July 2017) puts "support the further strengthening of socio-economic foundations to achieve an upper-middle income country status by 2030" as overall goal. In "Industrial Development", which is one of three pillars of propriety, it is stated that in order to contribute to improving the livelihoods of farmers and promote the agricultural sector as a major industry, Japan supports the following areas; (i) the capacity building for an integrated water resource management system at the basin level centered on the western part of Lake Tonlesap and the southern part of Phnom Penh, (ii) the renovation and maintenance of irrigation facilities, (iii) the production and dissemination of excellent rice seeds, and (iv) the improvement and diversification of farming, commercialization, and strengthening of farmers' organization to contribute to the future development of the agricultural and fishery industry.

To supplement JICA's Agriculture Promotion Program and Environmental Management Program, the

JDS Program is expected to develop people who are responsible for making and implementing agriculture promotion policies, agricultural economic and agriculture and civil engineering policies, and food processing industry promotion policies.

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched 464 Fellows in total through the 1st to 20th batch. Among the 464 fellows, 413 obtained master's degree. Most of the returned fellows have returned to the original workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

The Project for Rice Seed Production and Distribution / The Project for Residual Pesticide Analysis Capacity Enhancement (tentative translation), Agricultural Value Chain Policy Advisor (tentative translation), Irrigation and Drainage Policy Advisor (tentative translation)

【Loan Aid (Yen Loan)】

West Tonle Sap Irrigation Rehabilitation Project / Southwest Phnom Penh Irrigation and Drainage Rehabilitation

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

Kyushu University, Graduate School of Bioresource and Bioenvironmental Sciences
2 fellows/year total 8 fellows/4 years

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

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Participate in Pre-arrival program.	<ul style="list-style-type: none">• Find relevance with overall goal and research plan and confirm the research methods and country data under consultation with an academic advisor.
2) During study in Japan	
Deepen knowledge of policies and technology for agriculture, forestry, and fishery farming.	<ul style="list-style-type: none">• Acquire technical knowledge through studying subjects, such as international rural development, rural survey method and biological resources utilization, soil and water environment, forest resource production sciences and agricultural life sciences.• Take special and intensive lectures by overseas lecturers provided in parallel to the main course and learn the advanced research of international development. Participate in a joint seminar with Hiroshima University to learn about solutions and identify issues unique to Southeast Asian countries through exchanging opinions and sharing information with JDS fellows from neighboring countries. Furthermore, acquire the skills of research presentation through the actual practice in international academic conferences.• Learn how to lead discussion by participating in problem-based learning as a facilitator.• Acquire specialized knowledge in laboratory and build a human network with students from each country, including Japanese students.
Improve the ability of taking measures to the target issues in the areas of agriculture and rural development and policy development process and practices related to food security, agricultural productivity, market economy, and the high added value production.	<ul style="list-style-type: none">• Take various individual seminars in the field of agriculture and fisheries and participate in practical trainings on farms and training sessions at rural communities regarding such as training at JA (Japan Agricultural Cooperatives), ecotourism and agricultural product sales.• By taking course of JICA Development Studies Program (required course), learn “Japan's modern development experience” and “knowledge as a post-war assistance implementing country” and develop the ability as a practitioner.
Acquire the research methods and to complete the Master thesis.	<ul style="list-style-type: none">• Take research skills seminars such as survey methodology, academic writing and reading skills, and

	presentation practice.
3) After return	
Participate in Post-Program and enhance the human network in Myanmar.	<ul style="list-style-type: none"> • Have continuous support by supervisor to submit a journal article based on data and analysis conducted during the program. • Get updated information in follow-up seminars, in order to have an opportunity to discuss and inspire the further research • Continue and enhance a human network among JDS graduates in Cambodia government and research institution via JDS Kyushu University homepage and social network services.

(6)-1 Input 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 that contribute to improving English proficiency, special lectures and workshops, follow-up activities after returning home)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)

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

1 batch 2 fellows × 4 years = 8 fellows

From the year 2022 (Until 2024) : 2 fellows, From the year 2023 (Until 2025) : 2 fellows

From the year 2024 (Until 2026) : 2 fellows, From the year 2025 (Until 2027) : 2 fellows

(7) Inputs from the Cambodia Side

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

(8) Qualifications

- 1) Nationality: Citizens of Cambodia
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
- 4) Work Experience:
 - Currently employed in the Target Organizations as a full-time employee (Except contract staff)
 - Has at least 2 (two) years of work experience in the target organizations at the time of application.
- 5) Others
 - Have a good command of both written and spoken English.
 - Must be mentally and physically in good health.
 - A person falls under the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Better Quality of Life
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Economy and Finance, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 2-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Better Quality of Life
2. Component: Improvement of Urban Living Environment
3. Target Organization: See Annex

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

As a result of Cambodia's recent economic growth in recent years, approximately 25 percent of the population lives in urban areas. The urban population is expected to continue to increase for some time and there are concerns that the rapid urbanization will have an adverse impact on the environment. Urban environmental development is becoming increasingly important in terms of public health and environmental protection. Urban functions reduced by lack of planning is another problem.

Under this circumstances, it is necessary to foster human resources those who can design development plans and policies in the field of urban planning / urban traffic / water system, or who can properly examine and manage the plan and progress, draw up and carry out the operational and maintenance plans in order to develop infrastructures.

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

"Development Cooperation Policy for Cambodia" (as of July 2017) puts "support the further strengthening of socio-economic foundations to achieve an upper-middle income country status by 2030" as overall goal. In "Better Quality of Life", which is one of three pillars of propriety, it is stated that in order to support the economic development of urban areas and strengthen urban functions, Japan supports the development of related laws and human resource development of related organizations, focusing on improving the living environment of residents in urban areas through infrastructure development support.

To supplement JICA's Urban Environment Improvement Program and Environmental Management Program, the JDS Program is expected to develop people who are capable of making water supply, sewage and waste treatment policies, reviewing and managing plans and progress, and making and carrying out implementation and maintenance plans.

JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched 464 Fellows in total through the 1st to 20th batch. Among the 464 fellows, 413 obtained master's degree and returned to Cambodia (as of March 2021), Most of the returned participants have returned to the original

workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

The Project for Strengthening Administrative Capacity of Urban Water Supply in Cambodia

【Grant Aid】

The Project for the Expansion of Water Supply System in Pursat / The Project for Sewerage System Development in Phnom Penh

【Loan Aid (Yen Loan)】

Siem Reap Water Supply Expansion Project

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

To ensure that JDS returned fellows will help to improve the institutional capacities of relevant administrative institutions, which are engaged in policy formulation, planning and implementation in the field of economic infrastructure development (solving urban problems).

2) Project purpose

To ensure that government officials, who are/ will be engaged in policy formulation, planning and implementation in the field of economic infrastructure development (solving urban problems), improve their capability of policy making and implementation.

(3) Verifiable Indicators

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

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

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

(4) Number of JDS Participants and Accepting University

Toyo University, Graduate School of Global and Regional Studies

2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)

Toyo University, Graduate School of Global and Regional Studies

Target	Contents/ Programs to achieve target
1) During study in Japan	
To acquire necessary knowledge to develop economic infrastructure	• JDS students take subjects such as economic infrastructure development, urban planning and urban transport, and water supply and sanitation to strengthen

	the expertise in economic infrastructure development
To gain basic and applied knowledge and English skills required to write a master's thesis.	<ul style="list-style-type: none"> • Research guidance is taken with a “supervisor and co-advisor system.” As professors cover a wide variety of research fields, the university offers the optimum combination of a supervisor and a co-advisor. • Academic writing support to write a thesis in the proper manner is offered.
To obtain practical skills and knowledge	<ul style="list-style-type: none"> • Field study in transportation/ports and water supply/sanitation facilities to observe the sites and exchange information with the government officers and facility operators will be conducted. • Seminars and workshops are given by specialists on a specific topic of economic/social infrastructure inside and outside Japan. • Symposium or workshop in Cambodia is conducted for outreach of the research activities.

(6)-1 Input from the Japanese Side

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

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

1 batch 2 fellows × 4 years = 8 fellows

From the year 2022 (Until 2024) : 2 fellows, From the year 2023 (Until 2025) : 2 fellows

From the year 2024 (Until 2026) : 2 fellows, From the year 2025 (Until 2027) : 2 fellows

(7) Inputs from the Cambodia Side

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

(8) Qualifications

- 1) Nationality: Citizens of Cambodia
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
- 4) Work Experience:
 - Currently employed in the Target Organizations as a full-time employee (Except contract staff)
 - Has at least 2 (two) years of work experience in the target organizations at the time of application.
- 5) Others

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

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Better Quality of Life
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sport, Council for Development of Cambodia,
Ministry of Foreign Affairs and International Cooperation, Ministry of Economy and
Finance, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 2-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Better Quality of Life
2. Component: Improvement of Healthcare and Social Security System
3. Target Organization: See Annex

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

In recent years, Cambodia has made significant improvements in key maternal and child health indicators. This is due to the benefits of its economic growth and the assistance provided by donor countries as well as the government's continued efforts to redevelop Cambodia's health service system. On the other hand, lack of healthcare professionals and their capacities, and malnutrition and limited access to healthcare services in rural areas, in particular, need to be addressed. The levels of healthcare in Cambodia are not yet comparable to those in the adjoining countries. It is imperative for Cambodia to establish and expand a health protection system to achieve universal health coverage (UHC). Under this circumstances, it is necessary to foster human resources those who can design development plans and policies, or who can properly examine and manage the plan and progress, draw up and carry out the operational and maintenance plans in order for health system strengthening.

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

"Development Cooperation Policy for Cambodia" (as of July 2017) puts "support the further strengthening of socio-economic foundations to achieve an upper-middle income country status by 2030" as overall goal. In "Better Quality of Life", which is one of three pillars of propriety, it is stated that in order to achieve universal health coverage (UHC), Japan continues to support maternal and child health services, develop health personnel, expand medical security, and strengthen the health system including the development of medical facilities. Specifically, strengthening maternal and child health services centered on newborn care, training local health personnel (planned), building a medical security system that covers the entire informal sector, and the maintenance of facilities and equipment in core hospitals in major cities for health infrastructure development is supported.

To supplement JICA's Health System Reinforcement Program, the JDS Program is required to develop people who are especially responsible for developing and implementing policies for preventing and controlling infectious diseases and non-infectious diseases including lifestyle diseases, reinforcing maternal and child health including nutrition improvement, and providing healthcare protection.

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched 464 Fellows in total through the 1st to 20th batch. Among the 464 fellows, 413 obtained master's degree and returned to Cambodia (as of March 2021), Most of the returned fellows have returned to the original workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

Project for Improving Continuum of Care with Focus on Intrapartum and Neonatal Care / The Project of Medical Insurance Introduction for Informal Sector (tentative translation), Health Policy Advisor (tentative translation)

【Grant Aid】

The Project for Improvement of Battambang Provincial Referral Hospital, The Project for Improvement of Siem Reap Provincial Referral Hospital

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

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

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

(4) Number of JDS Fellows and Accepting University

Hiroshima University, Graduate School for of Advanced Science and Engineering / Graduate School of Biomedical and Health Sciences

2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)**Hiroshima University, Graduate School for of Advanced Science and Engineering / Graduate School of Biomedical and Health Sciences**

Target	Contents/ Programs to achieve target
1) During study in Japan	
To obtain fundamental theories and specialized knowledge of public health	<ul style="list-style-type: none">• This program consists of lectures provided by two programs, "Public Health" and "Transdisciplinary Science and Engineering ". JDS fellows will select either program and take each required lecture according to the program. <u>Program of Public Health:</u>• Elective from 1. Epidemiology, 2. Biostatistics, 3. Social and Behavioral Sciences4. Health Service Administration, 5. Global Health • Environmental Health, etc. <u>Transdisciplinary Science and Engineering Program:</u>• Elective from 1. Environmental Health Science, 2. Environmental Epidemiology, etc.• Lectures for developing research ability are as follows; <u>Program of Public Health:</u>• Elective from Basic and Advanced training on methodology for clinical Research, Basic Biostatistics and Basic Clinical Statistics, Exercises and Seminar on Medical Statistics using Statistical Software, etc. <u>Transdisciplinary Science and Engineering Program:</u>• Elective from Data Analytics for Sustainable Development, Fundamentals of Survey Methodology, Geographic Information System Technology, etc.• Foundational Liberal Arts Courses for understanding fields of specialization are as follows; <u>Program of Public Health:</u>• Elective from Basic Epidemiology and Practice, Lecture on Clinical Forensic Medicine, Lecture on practice of general medicine, Advanced lecture on preventive medicine for evidence-based health guidance I, Advanced lecture on preventive medicine for evidence-based health guidance II, Seminar on health policy & global health, Seminar on Global Infectious Diseases, etc. <u>Transdisciplinary Science and Engineering Program:</u>• Elective from Environmental Management, Developing Designing Ability, Development Technology, Special Study of Advanced Science and Engineering Transdisciplinary Science and Engineering, Special Exercises of Advanced Science and Engineering Transdisciplinary Science and Engineering, etc.

	<ul style="list-style-type: none"> • Common Graduate Courses for understanding the common goal of the university, " Science for Sustainable Development " are as follows; • Elective from Japanese Experience of Social Development - Economy, Infrastructure, and Peace, Japanese Experience of Human Development- Culture, Education, and Health, etc.
To obtain practical and applied capability through internships	<ul style="list-style-type: none"> • "Exercises in International Academic Studies" to cultivate internationality and "Internship" to cultivate sociality are offered as Common Graduate School Courses, and an internship program to India. "ILDP Idea Mining Workshop (I to J)" etc. are also offered. It is also possible to use the internship system for these lectures. • Fieldwork held in Japan and overseas (MPH elective subject: Exercise and Seminar on Epidemiological Research and It's Analysis) as a fieldwork overseas, JDS fellows will participate in sero-epidemiological research to understand the status of hepatitis virus infection in Cambodia, Burkina Faso, etc., which is conducted in epidemiology and disease control.
2) After return	
Follow-up activities for JDS Graduates	<ul style="list-style-type: none"> • After their return, a post-graduate instruction is going to be provided by means of e-mail, Teleconferencing system and reciprocal visits.

(6)-1 Input from the Japanese Side

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

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

1 batch 2 fellows × 4 years = 8 fellows
From the year 2022 (Until 2024) : 2 fellows, From the year 2023 (Until 2025) : 2 fellows
From the year 2024 (Until 2026) : 2 fellows, From the year 2025 (Until 2027) : 2 fellows

(7) Inputs from the Cambodia Side

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

(8) Qualifications

- 1) Nationality: Citizens of Cambodia
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
- 4) Work Experience:
 - Currently employed in the Target Organizations as a full-time employee (Except contract staff)
 - Has at least 2 (two) years of work experience in the target organizations at the time of application.
- 5) Others
 - Have a good command of both written and spoken English.
 - Must be mentally and physically in good health.
 - A person falls under the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Strengthening of Governance
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Economy and Finance, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 3-1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Strengthening of Governance
2. Component: Improvement of Administrative Functions
3. Target Organization: See Annex

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

Good governance is a foundation for all development efforts. The Cambodian government has worked hard to tackle corruption, reform public administration, and decentralize to transfer its authority and functions to regional governments. Nevertheless, it is absolutely essential to develop the capacities of those who are responsible for making and implementing policies and frameworks. It is also vital to make and implement monetary policy, including public financial management and support for domestic companies, in order to promote economic activities.

With this situation, it is necessary to foster human resources who have basic knowledge about the public-policy research on demarcation of central and local government roles which normally requires long research period, finance and human resources management of local government, the statistical analysis in social economy, policy making to narrow the development gap.

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

"Development Cooperation Policy for Cambodia" (as of July 2017) puts "support the further strengthening of socio-economic foundations to achieve an upper-middle income country status by 2030" as overall goal. In "Strengthening of Governance", which is one of three pillars of propriety, it is stated that Japan supports human resource development in related ministries and agencies with the aim of contributing to various reforms in the field of governance promoted by the Cambodian government. In the administrative field, in response to the administrative reform of the Cambodian government, it is manifested that Japan focuses on supporting the strengthening of the capacity of local administrative officers to promote the implementation of decentralization and business distribution reform, and the capacity building of central and local government officials toward gender mainstreaming in order to strengthen the cross-sectoral administrative base.

To supplement JICA's Legal System Development and Public Administration Reinforcement Program and Investment Environment Improvement Program, the JDS Program is expected to develop people who have the essential knowledge of regional governments' public administration and finance and

human resource management, statistical analysis of socioeconomic data, and the development of public policy and monetary policy for reducing disparities.

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched 464 Fellows in total through the 1st to 20th batch. Among the 464 fellows, 413 obtained master's degree and returned to Cambodia (as of March 2021), Most of the returned fellows have returned to the original workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

Project for Capacity Development on Training Management for Strengthening Sub-National Administrations / Project on Gender Mainstreaming for Women's Economic Empowerment / (Research Project) Empirical Research on Policy Proposals for Cambodia's De-Dollarization (tentative translation)

【Long Term Training Program】

SDGs Global Leadership Course (tentative translation)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

(4) Number of JDS Fellows and Accepting University

Meiji University, Graduate School of Governance Studies
4 fellows / year total 16 fellows / 4 years

(5) Activity (Example)

Meiji University, Graduate School of Governance Studies

Target	Contents/ Programs to achieve target
1) During study in Japan	
To study issues of governance based on case analyses of economic development, political and administrative reforms, and related areas in Japan and other countries while refining the approach of various specialized disciplines to global issues	<ul style="list-style-type: none">· The university offers three program areas in which JDS candidates enroll in courses that are most relevant to their research interests.<ol style="list-style-type: none">1) Public Policy2) International Development Policy3) Community Planning and Management
To obtain knowledge of local and global issues, and enhance policy formulation and implementation skills to tackle with those issues effectively	<ul style="list-style-type: none">· Fellows take special lectures by distinguished scholars and professionals from within Japan and overseas.· Fellows participate in joint multi-lingual (English and Japanese) courses for fostering exchange between Japanese and international students, as well as fieldwork (site visits) opportunities for visiting various fields of practice in Japan.· Fellows participate in various field studies to provide practical insight into Japanese public policy formulation and implementation.
To improve basic ability required to write a master's thesis.	<ul style="list-style-type: none">· Fellows take lectures for supporting thesis writing that combines special lectures and personalized sessions for instructions including academic editing and proofreading.· Fellows are strongly recommended to take courses on social research methods and academic writing skills.
2) After return	
To implement and develop effectively of the knowledge and the technology acquired during stay in Japan.	<ul style="list-style-type: none">· Networking opportunities for the school's international alumni, including "follow-up seminars" in multiple countries will be conducted.

(6)-1 Input 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 4 fellows × 4 years = 16 fellows
From the year 2022 (Until 2024) : 4 fellows, From the year 2023 (Until 2025) : 4 fellows
From the year 2024 (Until 2026) : 4 fellows, From the year 2025 (Until 2027) : 4 fellows

(7) Inputs from the Cambodia Side

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

(8) Qualifications

- 1) Nationality: Citizens of Cambodia
- 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle)
- 3) Academic Background:
 - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
- 4) Work Experience:
 - Currently employed in the Target Organizations as a full-time employee (Except contract staff)
 - Has at least 2 (two) years of work experience in the target organizations at the time of application.
- 5) Others
 - Have a good command of both written and spoken English.
 - Must be mentally and physically in good health.
 - A person falls under the following items is not eligible to apply:
 - Those who are currently awarded or scheduled to receive another scholarship.
 - Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship.
 - Military personnel registered on the active list or person on alternative military service.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Strengthening of Governance
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Economy and Finance, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 3-2

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Strengthening of Governance
2. Component: Legal and Judicial Development
3. Target Organization: See Annex

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

Good governance is a foundation for all development efforts. The Cambodian government has worked hard to develop the country's legal system and reform its judicial system. Nevertheless, it is absolutely essential to develop the capacities of those who are responsible for implementing the legal system. It is also necessary to develop and properly enforce customs laws, Special Economic Zone (SEZ) laws, and labor laws in order to vitalize economic activities and trade.

In such situation, it is necessary to foster such human resources as policymakers and policy users who can boost up the judicial reform of the Royal Government of Cambodia which aims to resolve loopholes of law, shortage of human resource, access limitation to the court from the average citizen, weak effectiveness of judgment, and corruption in law.

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

"Development Cooperation Policy for Cambodia" (as of July 2017) puts "support the further strengthening of socio-economic foundations to achieve an upper-middle income country status by 2030" as overall goal. In "Strengthening of Governance", which is one of three pillars of propriety, it is stated that Japan supports human resource development in related ministries and agencies with the aim of contributing to various reforms in the field of governance promoted by the Cambodian government. Regarding the field of justice, for the proper operation of the Civil Code, the Code of Civil Procedure, and other related laws, Japan focuses on supporting Ministry of Justice, Ministry of Land Management, Urban Planning and Construction, and each court for the development of related laws (especially the Real Estate Registration Law), the preparation of form examples, and the disclosure of judgments.

To supplement JICA's Legal System Development and Public Administration Reinforcement Program and Investment Environment Improvement Program, the JDS Program is expected to develop a variety of people who are responsible for making and implementing policies that support the development and proper enforcement of the Civil Code, the Code of Civil Procedure, customs laws, Special Economic Zone (SEZ) laws, and labor laws.

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched 464 Fellows in total through the 1st to 20th batch. Among the 464 fellows, 413 obtained master's degree and returned to Cambodia (as of March 2021). Most of the returned fellows have returned to the original workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Technical Cooperation Project】

Legal and Judicial Development Project

【Long Term Training Program】

Human resource development at the core of the legal system (tentative translation)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

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

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

(4) Number of JDS Fellows and Accepting University

Nagoya University, Graduate School of Law

2 fellows / year total 8 fellows / 4 years

(5) Activity (Example)**Nagoya University, Graduate School of Law**

Target	Contents/ Programs to achieve target
1) During study in Japan	
To acquire basis and practical knowledge	<ul style="list-style-type: none">• JDS fellows take core subjects such as fundamental legal theory, and foundational courses which include Japanese Civil Code, Japanese Civil Procedure Code, and the Japanese Political System.• Classes take the form of seminars centering on discussions between students and teachers. Through those classes, JDS fellows will learn legal system of various countries including Japan and develop viewpoint of comparative law.• To supplement supervision by the main supervisor and the core curriculum, special lectures and workshops are provided as part of the JDS special program. These special lectures are given by distinguished scholars and legal experts from within Japan and overseas in the areas related to the JDS fellows' selected topics.• JDS can take courses offered by the Graduate School of International Development. They can learn the knowledge, theory, and experience for international development.
To gain English proficiency and skills for postgraduate thesis writing	<ul style="list-style-type: none">• JDS fellows receive individual and specialized regular tutorials from their main, and sub-advisors to assist with their research.• Nagoya University offers group and staged guidance through the Academic Writing (AW) courses given by three professors including two native English speakers.• Books and materials in the specialized fields chosen by JDS fellows are provided• JDS fellows are sent to international conferences or encouraged to conduct interviews at in their home country, in Japan, or in a third country, under the guidance of their supervisors if it is deemed necessary for their research.
To obtain practical and applied capability	<ul style="list-style-type: none">• JDS fellows take courses offered by practicing Japanese lawyers that are affiliated with the Aichi Bar Association. Basic lectures related to the Japanese judicial system and procedure laws, practice in moot trials and visits to judicial institutions through the recommendation of supervisors.• Study trips are offered to provide opportunities to learn about Japan's judicial system, society, culture, history and natural environment. JDS candidate see how law is

	<p>implemented in Japan's society, and how the legal and judicial systems have played important roles in Japan's economic development. In addition, based on the set issues, the applied ability to compare and examine the problems that Cambodia faces will be cultivated.</p> <ul style="list-style-type: none"> • Internships at the legal departments of major corporations or in law offices are offered to provide an opportunity for JDS fellows.
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(6)-1 Input from the Japanese Side

<ol style="list-style-type: none"> 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.)
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(6)-2 Input Duration and the Number of JDS fellows

<p>1 batch 2 fellows × 4 years = 8 fellows</p> <p>From the year 2022 (Until 2024) : 2 fellows, From the year 2023 (Until 2025) : 2 fellows</p> <p>From the year 2024 (Until 2026) : 2 fellows, From the year 2025 (Until 2027) : 2 fellows</p>
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(7) Inputs from the Cambodia Side

<ol style="list-style-type: none"> 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)
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(8) Qualifications

<ol style="list-style-type: none"> 1) Nationality: Citizens of Cambodia 2) Age: Between 22 and 39 as of April 1st in the year of dispatch (in principle) 3) Academic Background: <ul style="list-style-type: none"> - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries 4) Work Experience: <ul style="list-style-type: none"> - Currently employed in the Target Organizations as a full-time employee (Except contract staff) - Has at least 2 (two) years of work experience in the target organizations at the time of application. 5) Others <ul style="list-style-type: none"> - Have a good command of both written and spoken English. - Must be mentally and physically in good health. - A person falls under the following items is not eligible to apply: <ul style="list-style-type: none"> • Those who are currently awarded or scheduled to receive another scholarship. • Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship. • Military personnel registered on the active list or person on alternative military service.

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

Basic Information of Target Priority Area (Sub-Program)

1. Country: Kingdom of Cambodia
2. Target Priority (Sub-Program) Area: Strengthening of Governance
3. Operating Committee:
Cambodia Side: Ministry of Education, Youth and Sports, Council for the Development of Cambodia, Ministry of Foreign Affairs and International Cooperation, Ministry of Economy and Finance, Ministry of Civil Service
Japanese Side: JICA Cambodia Office, Embassy of Japan

Itemized Table 3-3

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Strengthening of Governance
2. Component: Building of International Relations
3. Target Organization: See Annex

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

Cambodia is located in the center of the Southern Economic Corridor and the country's development is essential to the stability and prosperity of the ASEAN Economic Community (AEC). To achieve a Free and Open Indo-Pacific, Cambodia plays an increasingly important role in integrating regional economies and promoting partnerships.

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

"Development Cooperation Policy for Cambodia" (as of July 2017) puts "support the further strengthening of socio-economic foundations to achieve an upper-middle income country status by 2030" as overall goal. In "Strengthening of Governance", which is one of three pillars of propriety, With the aim of achieving a sustainable society through strengthening of governance in the medium to long term future, it is stated that Japan mainly provides the following assistances in; i) strengthening the organization within administrative institutions, ii) improving the quality of public services by building capacity for public servants, iii) improving quality in the legal system through the development of capacity in human resources specifically with regard to the civil code, the code of civil procedure, etc., iv) further consolidating democracy including supporting the electoral reform, v) improving environmental management, and vi) continuing landmine and unexploded ordnance (UXOs) clearance.

In particular, Japan supports to promote efforts for the Mekong region through; i) the strengthening of regional connectivity through such initiatives as the "Southern Economic Corridor"; ii) the "Japan-Mekong Connectivity Initiative", etc.; iii) the development of quality hard and soft infrastructure; and; iv) the development of human resources to support industrial growth.

To supplement JICA's, Legal System Development and Public Administration Reinforcement Program, the JDS Program is expected to develop people who are capable of building good working relationships with neighboring countries that are beneficial to Cambodia's development, and at the same time, making and implementing its foreign policy that can be adapted to constantly changing global situations, and developing and carrying out frameworks for addressing geographic, regional, and global issues.

The JDS project in Cambodia started dispatching fellows to Japan in the year of 2001 and dispatched 464 Fellows in total through the 1st to 20th batch. Among the 464 fellows, 413 obtained master's degree and returned to Cambodia (as of March 2021), Most of the returned fellows have returned to the original workplace for solving development issues they face.

Relevant Projects and Training Programs of JICA Cambodia Office:

【Long Term Training Program】

SDGs Global Leadership Course (tentative translation)

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

1) Overall goal

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

2) Project purpose

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

(3) Verifiable Indicators

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

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

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

(4) Number of JDS Fellows and Accepting University

Ritsumeikan University, Graduate School of International Relations

3 fellows / year total 12 fellows / 4 years

(5) Activity (Example)

Ritsumeikan University, Graduate School of International Relations

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
To work for the necessary preparations to write a thesis	<ul style="list-style-type: none"> Before JDS Fellows travel to Japan, they are assigned to faculty supervisors based on their research topics. Email communication with supervisors prior to arrival helps ensure that the Fellows can easily transition to

	both study and life in Japan. Further, supervisors introduce Fellows to research papers and texts on international relations and encourage them to begin studying them before arriving in Japan.
2) During study in Japan	
To gain basic and applied knowledge on building of international relations	<ul style="list-style-type: none"> • Core courses include courses focused on the basic theories of development strategy and global governance, such as theories of international relations, politics of developing countries, international institutions, security, etc. • Working from the foundation of theories learned in the Core Courses, the Program Courses allow JDS fellows to pursue applied studies in more various fields of expertise. Specifically, they take courses including international political economy, constitution and peace studies, human rights in international society, etc. • Through a series of classes in partnership with local government, management program in partnership with private companies and other partners and “Project Cycle Management (PCM) training”, practical public policy planning skills are nurtured.
To gain English proficiency and skills for postgraduate thesis writing	<ul style="list-style-type: none"> • The university offers Academic Writing and special instruction support for English language thesis writing. • JDS fellows take advanced Seminar. They receive detailed instruction on research design, methodology, and other topics from their supervisors. • JDS fellows present reports periodically to their secondary supervisors, allowing them to regularly improve their thesis writing and presentation skills.
To deepen the understandings among ASEAN member countries, as well as with Japan, and the building of an international network with fellow students for the future	<ul style="list-style-type: none"> • JDS fellows take “Professional Training” course to learn the roles the public and private sectors played in Japan’s economic growth. • Through interactive education of ASEAN and other international students and Japanese students together, JDS fellows develop a meaningful network of students to assist in the future strengthening of connectivity within ASEAN, and ties with Japan. • The university plans to invite JDS fellows under the same component from other universities to hold a meet and greet where they would be able to share their research.
3) After return	
To update specialized knowledge learned during study abroad	<ul style="list-style-type: none"> • To plan to provide opportunities to receive follow-up from professors (seminars on specific themes, workshops, etc.). This would also provide an opportunity

	to network among the returned fellows and also spread knowledge to institutions in the JDS fellows' home countries.
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(6)-1 Input 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 3 fellows × 4 years = 12 fellows
From the year 2022 (Until 2024) : 3 fellows, From the year 2023 (Until 2025) : 3 fellows
From the year 2024 (Until 2026) : 3 fellows, From the year 2025 (Until 2027) : 3 fellows

(7) Inputs from the Cambodia Side

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

(8) Qualifications

1) Nationality: Citizens of Cambodia
2) Age: Between 22 and 39 as of April 1 st in the year of dispatch (in principle)
3) Academic Background: <ul style="list-style-type: none"> - Possess a Bachelor Degree from universities authorized by the Royal Government of Cambodia or other countries
4) Work Experience: <ul style="list-style-type: none"> - Currently employed in the Target Organizations as a full-time employee (Except contract staff) - Has at least 2 (two) years of work experience in the target organizations at the time of application.
5) Others <ul style="list-style-type: none"> - Have a good command of both written and spoken English. - Must be mentally and physically in good health. - A person falls under the following items is not eligible to apply: <ul style="list-style-type: none"> • Those who are currently awarded or scheduled to receive another scholarship. • Those who have already obtained a master's or higher degree overseas under the support of foreign scholarship. • Military personnel registered on the active list or person on alternative military service.

Design of JDS Project (JFY 2021-2024)

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)		Numbers of Fellows	Possible Fields of Study	Supposed Target Organizations	University	Degree
1. Industrial Development	1-1.	1-1-1. Infrastructure Development	2	Logistics, transportation policy, building system, electric power, information and communication, national land planning, urban transportation, urban development (urban management, urban planning), etc.	CONCEPT: (1) As a general rule, administrative officers of the following ministries and their related government agencies, as well as personnel of some exceptionally targeted agencies (No.30 - 35), are targeted. (2) The following is a basic draft design of the framework. Based on this, addition, reduction and further detail arrangement of the Target Organizations can be made by the Operating Committee when necessary <Target Organizations> 01. Ministry of Agriculture Forestry and Fisheries 02. Ministry of Civil Service 03. Ministry of Commerce 04. Ministry of Economy and Finance 05. Ministry of Education, Youth and Sport (* Excluded PTTC, RTTC, NIE, Schools, University) 06. Ministry of Environment 07. Ministry of Foreign Affairs and International Cooperation 08. Ministry of Health (* Excluded Technical staff of Hospitals, Educational institutions) (* Included Administrators of the Hospitals and National Centers) 09. Ministry of Industry, Science, Technology and Innovation 10. Ministry of Interior (* Excluded Police and relevant authorities) 11. Ministry of Justice (* Included Respective courts) 12. Ministry of Labor and Vocational Training (* Excluded Schools and training centers) 13. National Social Security Fund 14. Ministry of Land Management, Urban Planning and Construction 15. Ministry of Mines and Energy 16. Ministry of Planning 17. Ministry of Post and Telecommunications 18. Ministry of Public Works and Transport 19. Ministry of Rural Development 20. Ministry of Tourism 21. Ministry of Water Resource and Meteorology 22. Ministry of Women Affairs 23. Ministry of National Assembly-Senate Relations and Inspection 24. Office of the Council of Ministers 25. Council for the Development of Cambodia (CDC) 26. National Assembly 27. National Election Committee 28. (Royal Academy for Judicial Professions) 29. Senate of Cambodia 30. Electricity of Cambodia (EDC) 31. National Bank of Cambodia 32. Phnom Penh Autonomous Port 33. Sihanoukville Autonomous Port 34. Telecom Cambodia 35. Water Supply Authority	Hiroshima University [2 slots] Graduate School of Advanced Science and Engineering Graduate School of Humanities and Social Sciences	Master of Economics Master of Business Administration Master of International Cooperation Studies Master of Philosophy Master of Engineering
		1-1-2. Private Sector Development	4	Investment / trade promotion, tariff policy, SME / entrepreneur development, etc.		Kobe University [2 slots] Graduate School of International Cooperation Studies	Master of Economics Master of International Studies
		1-1-3. Improvement of Education Quality	3	Educational finance, educational policy, higher education / secondary education / primary education / preschool education quality improvement, educational access / inequality correction, teachers (personnel, evaluation), non-formal education, special needs education, school management, etc.		Rikkyo University [2 slots] Graduate School of Business	Master of Public Management and Administration
	1-2. Agriculture and Rural Development	2	Agricultural development economy (agricultural statistics, agricultural economy, agricultural product distribution), agricultural civil engineering (irrigation, river development) related policies, food hygiene, forestry (climate change), etc.	Kyushu University [2 slots] Graduate School of Bioresource and Bioenvironmental Sciences		Master of Science	
2. Better Quality of Life	2-1.	Improvement of Urban Living Environment	2	Water and sewage operation management, waste, etc.	Toyo University [2 slots] Graduate School of Global and Regional Studies	Master of Regional Development Studies	
	2-2.	Improvement of Healthcare and Social Security System	2	Social protection (medical insurance), maternal and child health, infectious diseases (including infectious diseases), non-infectious diseases, nutrition, food hygiene, strengthening of health system, etc.	Hiroshima University [2 slots] Graduate School of Advanced Science and Engineering Graduate School of Biomedical and Health Sciences	Master of International Cooperation Studies Master of Public Health Master of Philosophy Master of Engineering	
3. Strengthening of Governance	3-1.	Improvement of Administrative Functions	4	Decentralization, local administration, national development policy, macroeconomics / finance, finance (microfinance), gender, etc.	Meiji University [4 slots] Graduate School of Governance Studies	Master of Public Policy	
	3-2.	Legal and Judicial Development	2	Legal system operation, tariff / SEZ related law development, labor related law, etc.	Nagoya University [2 slots] Graduate School of Law	Master of Laws (Comparative Law)	
	3-3.	Building of International Relations	3	International politics, international economy, ASEAN regional integration, foreign policy, etc.	Ritsumeikan University [3 slots] Graduate School of International Relations	Master of Arts in International Relations	
Total Number/ year			24				

Designing a System for a Japanese-language Framework (Cambodia)

According to this report, based on collection of information through the preparatory survey regarding the Project for Human Resource Development Scholarship (JDS), the current possibility for accepting international students in Japanese within the JDS framework will be reported as follows. First of all, examination from a diplomatic standpoint concerning acquisition of degrees in Japan will be made. Subsequently, the local needs in Cambodia that have been understood through obtaining opinions and using questionnaires for administrative agencies, etc. in Cambodia based on a field survey will be reported. After that, the results regarding opinions obtained concerning the prior learning period necessary for acquisition of master's degrees in Japanese will be reported. Furthermore, the results regarding opinions obtained concerning the acceptance system for Japanese universities necessary for reviewing future acceptance of students in Japanese in not only Cambodia but also other countries will be also reported. Such results have been gained through obtaining opinions from experts in Japanese language education (i.e., Japanese language teachers and universities). In the end, based on the information stemming from local needs and obtained from experts, proposals related to establishment of a system in Cambodia will be made.

1. Examination from a Diplomatic Point of View Related to Learning and Mastering Japanese Language and the Acquisition of Degrees

(1) Significance of Learning and Mastering Japanese Language

To provide foreigners with opportunities for Japanese language education, thereby expanding the range of Japanese learners, is remarkably effective¹ for enhancing interest in and understanding about Japan in foreign countries, and it is the first step for fostering pro-Japanese persons who are knowledgeable about Japan. Furthermore, in order to more deeply understand Japanese policy purposes, the Japanese way of thinking, Japanese culture, and Japanese society behind such Japanese policy purposes, knowledge about the Japanese language is an important element. Reinforcing Japanese language training for foreigners (e.g., government officials and diplomats) who become foreign partners with Japan is considered to be significant for enhancing the bilateral relationship and fostering pro-Japanese persons who are knowledgeable about Japan.²

Moreover, in light of the viewpoint of public diplomacy, while expanding a range of pro-Japanese persons who are knowledgeable about Japan, Japan's soft power effectiveness will be continuously extended while relevant personnel stay in Japan and even after they have returned home. In order to

¹ Report in the Council on the Movement of People across Borders of the Ministry of Foreign Affairs of Japan in 2008: "Improvement of Japan's Presence through Dissemination of Japanese Language—For Construction of Intellectual Infrastructure to Promote Economic Growth"

² Research Committee on International Economy and Foreign Affairs, the House of Councillors, the National Diet of Japan in 2019: "Research Report on International Economy and Diplomacy"

do so, it is important to increase personnel who are able to have sufficient listening comprehension and speaking abilities (apart from whether or not their level of Japanese has reached the academic level).

(2) Acquisition of Degrees in Japanese Language

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

Furthermore, as a significant reason for implementing Japanese courses through JDS, in addition to (1) above, JDS targets government officials who contribute to policymaking. As described above, through the synergistic effect of “specialized field × Japanese language,” it is expected that a firmer network will be constructed involving international students (= government officials) and Japan (including specialists and government officials in the same field). Due to promotion of the gigantic “Belt and Road Initiative” trade bloc, establishment of the Confucius Institute,³ and the like, the Chinese government is spreading its influence worldwide. In the midst of this, as one of the proposals for a strategy unique to Japan, through JDS Japanese courses, fostering a small but powerful group of core personnel who are truly familiar with Japan and have a firm relationship with Japan is considered to be remarkably significant in terms of diplomatic significance, project outcomes, and added value.

(3) Other

Acquisition of degrees in Japanese language is remarkably significant. On the other hand, even when certain international students acquire degrees in English because it is difficult to obtain degrees in Japanese, studying in Japan itself is an excellent chance for increasing interest in Japanese language. By sufficiently supplying opportunities for studying Japanese, such students will become more strongly interested in soft power, such as Japanese culture and tradition. Moreover, in relation to their specialized fields, they are expected to contribute to the construction of a firm, continuable (even after returning home) network with experts, government officials, etc. in the same fields (even if specialized discussion is difficult). As a result, it seems that it is possible to contribute to

³ Establishment of the Confucius Institute is a national project of the Chinese government for promotion of internationalization regarding the Chinese language education and introduction of Chinese culture that began in 2004. There are Chinese language education institutions established in many nations around the world (550 locations of 162 countries). Such institutes have been established within 15 universities in Japan. In August 2020, the U.S. government stated to the Confucius Institute that “the Confucius Institute would be designated as an institution of a foreign government, as is the case with foreign embassies.”

enhancement of a bilateral relationship and fostering of pro-Japanese persons who are knowledgeable about Japan.

2. Survey concerning Local Needs

In Cambodia, relevant information was collected through questionnaires given to 55 government institutions targeted by JDS thus far and government institutions that are under review as candidates to be added during the next phase. Twenty institutions replied these questionnaires. From among such institutions, the institutions that replied to question items concerning acquisition of master's degrees in Japanese are described as follows. From among the 20 institutions that have replied, there were only 3 institutions (i.e., the Council for Development of Cambodia, the Ministry of Land Management, Urban Planning and Construction, and the Ministry of Interior) that have employees with Japanese proficiency who are able to obtain master's degrees in Japanese, which is a small number. However, 10 institutions desire to obtain master's degrees in Japanese. Certain needs in the Japanese-language framework have been confirmed. Moreover, when the Japanese-language framework is to be established, many ministries and government offices from which relevant opinions have been obtained desire to receive Japanese-language training for a year prior to admission to universities. In addition, confirmation of needs was also made regarding the local parties concerned on the side of Japan. JICA Cambodia Office stated its opinion as follows. That is, since there are a small number of potential Japanese learners, rather than separately establishing a Japanese-language framework, giving consideration to time and expenses, the existing JDS that allows students to learn in English should remain. Making use of such JDS system, an environment and opportunities for them to learn Japanese separately in addition to gaining master's degrees should be arranged, which allows the original purpose of JDS to be achieved more easily. The Embassy of Japan in Cambodia would like to hold discussions in light of a proposal for designing for adoption of the framework for master's degrees in Japanese assumed by the side of Japan first.

Replies to Questions concerning Acquisition of Master's Degrees in Japanese

Question 1: Are there any employees who are able to study abroad to obtain master's degrees in the Japanese language?	
Yes: 3 institutions	The Council for Development of Cambodia, the Ministry of Land Management, Urban Planning and Construction, and the Ministry of Interior
No: 16 institutions	The Ministry of Civil Service, the Electricity Authority of Cambodia, the Ministry of Agriculture Forestry and Fisheries, the Ministry of Industry, Science, Technology and Innovation, the Ministry of Industry, Mines and Energy, the Ministry of Commerce, the Ministry of Foreign Affairs and International Cooperation, the Ministry of Water Resources and Meteorology, the Ministry of Posts and Telecommunications, the National Bank of Cambodia, the National Election Committee, the National Social Security Fund, the Sihanoukville Autonomous Port, the Phnom Penh Water Supply Authority, the Siem Reap Water Supply Authority, and the Ministry of Rural Development
Question 2: Are there any needs for obtaining master's degrees in Japanese?	
Yes: 10 institutions	The Council for Development of Cambodia, the Ministry of Agriculture Forestry and Fisheries, the Ministry of Land Management, Urban Planning and Construction, the Ministry of Commerce, the Ministry of Foreign Affairs and International Cooperation, the Ministry of the Interior, the National Election Committee, the Sihanoukville Autonomous Port, the Siem Reap Water Supply Authority, and the Ministry of Rural Development
No: 8 institutions	The Ministry of Civil Service, the Electricity Authority of Cambodia, the Ministry of Industry, Science, Technology and Innovation, the Ministry of Industry, Mines and Energy, the Ministry of Water Resources and Meteorology, the National Bank of Cambodia, the National Social Security Fund, and the Phnom Penh Water Supply Authority
Question 3: How many employees are there who are able to speak Japanese?	
Business level: The National Bank of Cambodia (1 person) and the Sihanoukville Autonomous Port (0.25%) Beginner level: The National Bank of Cambodia (67 persons) and the Sihanoukville Autonomous Port (0.5%) Study experience: The Ministry of Agriculture Forestry and Fisheries (4 persons), the Ministry of Commerce (several persons), the National Bank of Cambodia (1 person), and the Sihanoukville Autonomous Port (1%)	

Comments from Targeted Institutions

The Department of Public Relation and Promotion of Private Investment, the Council for Development of Cambodia Acquisition of master's degrees in Japanese is useful for cooperation with government institutions and economic organizations (e.g., JICA and JETRO).
The National Institute of Diplomacy and International Relations, the Ministry of Foreign Affairs and International Cooperation Acquisition of master's degrees in Japanese is important for communications with the Embassy of Japan in Cambodia; however, <u>implementation of Japanese training for a year prior to admission is desired.</u>
The Department of Administration and Human Resources, the Ministry of Water Resources and Meteorology <u>Implementation of Japanese training prior to master's degree admission is desired.</u>
The Director General, the Siem Reap Water Supply Authority Water supply facilities adopted through the Japan's bilateral government loans depend on Japan's technologies. Thus, further utilization of water supply facilities through master's degrees in Japanese can be expected.
The Department of Training and Research, the Ministry of Rural Development <u>Implementation of Japanese training prior to master's degree admission is desired.</u>
The Trade Training and Research Institute, the Ministry of Commerce When relevant personnel study abroad in Japan, choices for lectures to be taken would be increasing, which is useful for communication with the Japanese government's institutions and investors. As far as young civil servants are concerned, there would be no problem for them to take Japanese training for a year prior to master's degree admission, and to be away from their workplaces for three years in conjunction with master's course for two years.
The General Secretariat, the National Election Committee <u>Japanese training for six months to a year is desired.</u> Acquisition of master's degrees in Japanese is useful for communication with Japanese experts.
The Minister attached to Prime Minister and Secretary of State, the Ministry of Industry, Science, Technology and Innovation This Ministry has already had personnel who are able to speak Japanese. If personnel were able to understand Japanese, they would be able to perform more superior work with Japanese partners.
The Department of Personnel Management, the Ministry of Civil Service <u>It is desired to implement Japanese training first.</u>
The General Department of Administration, the Ministry of Interior Most technical specialists are Japanese. Thus, when civil servants acquire master's degrees in Japanese, they will be able to construct a more superior relationship with Japanese experts, and more effective services can be implemented.
The Human Resource Department, the Ministry of Health It is considered that a total of three years comprising implementation of Japanese training for a year and a master's course for two years is a long period for separation from services. A two-year course comprising one year of language training + a one-year master's degree is desired.

As described above, when accepting Cambodian students in Japanese, **it cannot be expected for candidates with admissible Japanese proficiency to be steadily discharged each year.**⁴ On the other hand, the Ministry of Foreign Affairs and International Cooperation would like to proactively increase personnel who are able to speak Japanese. The Ministry of Commerce would like to strategically use the Japanese-language framework for exchange with Japan's economic experts and businesspersons. **Accordingly, it was possible to confirm that many administrative institutions desire implementation of Japanese training.**

⁴ See "3. Issues with Admission for Master's Degrees in Japanese (1) Required Language Proficiency" stated hereafter.

3. Issues with Admission for Master's Degrees in Japanese

(1) Required Language Proficiency

In relation to Japanese proficiency that is necessary at the time of admission to a master's course in Japanese, questionnaires were distributed to 19 universities and relevant information was collected. As a result, 11 universities⁵ replied as follows. Five universities replied that acquisition of N1 would be essential and the four universities that replied "no requirement" answered that they would assess Japanese proficiency for entrance examinations. Thus, it can be thought that the same ability can be expected. Furthermore, in relation to application requirements for another program, "JDS China," which has already adopted Japanese courses, ability equivalent to N1 has been set as a requirement. Therefore, when relevant personnel desire to be admitted to a master's course in Japanese, **in general, proficiency equivalent to N1 is deemed to be necessary.**

Questionnaire Results from Universities

(Japanese Proficiency Necessary at the Time of Admission)

Graduate School of Science and Engineering, Saitama University	N1
Graduate School of Engineering, Nagaoka University of Technology	None
Graduate School of International Cooperation Studies (GSICS), Kobe University	None
Graduate School of Science and Technology, University of Tsukuba	None
Graduate School of Governance Studies, Meiji University	N1
Graduate School of Law, Nagoya University	N2
Graduate School of Advanced Science and Engineering, Hiroshima University	N1 (Differing among programs)
Graduate School of Humanities and Social Sciences, Hiroshima University	N1 (Differing among programs)
Graduate School of Arts and Sciences, International Christian University	None
Graduate School of Business, Rikkyo University	N1
Graduate School of Political Science, Waseda University*	N1

Results of Obtaining Opinions from Parties Concerned with JDS China

- **The application requirement for Japanese courses is the "Japanese proficiency equivalent to N1."**
An examination to the same extent of N1 is imposed on applicants without the N1 qualification, thereby confirming language proficiency.
- About 70 hours of Japanese training prior to coming to Japan has been implemented (approx. 5 hours a day × 14 days). Such training has been implemented classified based on the level of Japanese. Guidance for how to write papers and a method of Japanese conversation with lecturers for students in Japanese courses is given. During the last stage of the training, presentation of research plans is performed.

⁵ The Graduate School of Political Science, Waseda University, for which an interview was implemented in lieu of a questionnaire, is included.

(2) Adoption of Period for Japanese Learning

Based on the results through “2. Survey concerning Local Needs,” most Cambodian government officials have hardly reached the level of Japanese required by the aforementioned universities during the phase of JDS application, and it can be thought to be almost impossible for them to enter master’s courses. Thus, targets will be expanded to government officials who do not have competency at a level that allows them to write papers for master’s degrees in Japanese. After fostering Japanese proficiency within the JDS framework, it is also necessary to review the system for admission to graduate schools.

With regard to the required period for relevant students to reach Japanese proficiency (N1) required by universities at the time of admission to such universities, opinions from Japanese language teachers who belong to the Japan International Cooperation Center were obtained as follows. If relevant personnel continue Japanese learning every day, it is possible for Japanese beginners to obtain N2 in two years. Personnel with N3 will be able to obtain N1 or N2 in a year. Therefore, considering the required period, even if targets are extended based on prior Japanese learning, **the requirement for the required minimum language level seems to be those who are qualified to have Japanese proficiency equivalent to or higher than N3 and who would have the possibility of reaching N1 within a year.**

Results from Obtaining Opinions from Japanese Language Teachers

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| <ul style="list-style-type: none">● The necessary number of learning hours for Japanese beginners to obtain N1 of the Japanese-Language Proficiency Test is at least 900 hours or more.● If Japanese beginners continue five to six hours of study every day for about two years, the goal would be to obtain N2 in general (and superior personnel will be able to obtain N1).● Superior N3 holders will be able to obtain N1 or N2 if they study five to six hours a day for a year. |
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When Japanese learning is conducted prior to admission to master’s courses, assuming two types of learning environments (i.e., in local area(s) and in Japan), relevant review was performed as below.

(1) Learning at Local Japanese Schools and Admission to the Master’s Courses (Assuming Japanese Learning in Local Areas)

A candidate for implementation of fostering Japanese proficiency for government officials in local areas is the **Cambodia-Japan Cooperation Center (CJCC)**. Such Center plays a role in promoting the relationship for exchange and cooptation between Japan and Cambodia, and the purpose of such Center is to foster industrial workforces supporting local business activities. Such Center provides a business course, a Japanese course, and other services. In the Japanese course, classes that are suitable for various Japanese levels ranging from the beginner level to the intermediate level are open. The Japanese course of 100 hours for JDS students to be implemented in the future will be implemented as a specialized program for JDS students. If government officials who are not satisfied with Japanese proficiency allowing admission to master’s courses are to be widely accepted, it seems to be possible for such Center to implement flexible Japanese education that is suitable for each candidate, in lieu of

existing courses.

It is difficult to undertake Japanese training at local Japanese schools because of the main concerns of (i) obtaining a long-term suspension from work for language training; and (ii) establishment of a learning environment. In relation to (i) above, it seems to be difficult to obtain understanding and permission of affiliated destinations regarding a long-term suspension from work for the purpose of language training. Moreover, in relation to (ii), it is highly likely to be difficult to establish an environment that allows students to intensively learn through obtaining understanding of family members and surrounding concerned parties in light of the situation for taking online classes for the 2020 students. Japanese language teachers at the Japan International Cooperation Center also pointed out that it would be important to establish an environment that allows students to intensively learn in order to acquire N1.

(2) Admission to Graduate Schools as Regular Students after Admission as Research Students (Assuming Japanese Learning in Japan)

The following possibility was explored. That is, assuming that students learn Japanese in Japan, such students would be admitted to Japanese universities as research students. After learning Japanese for a certain period, they would be admitted as regular students. Universities accepting such students replied as follows. There are many universities that accept research students for Japanese learning. It seems to be possible for relevant personnel to be enrolled at universities as research students before they are admitted as regular students and to learn Japanese in Japan in order to obtain the N1 qualification.

The main concerns are that all universities that replied have had no records of admission of research students as regular students, or a general examination is necessary. Despite learning Japanese in Japan, it is possible for such research students not to be accepted as regular students.

Questionnaire Results from Universities (Research Student Admission)

	Admission	Period	Japanese Course	Regular Student Examination
Graduate School of Science and Engineering, Saitama University	Possible	1 year	No	Necessary: General examination
Graduate School of Engineering, Nagaoka University of Technology	Possible	None	Yes (existing course)	No records
Graduate School of International Cooperation Studies (GSICS), Kobe University	Possible	None	Yes (existing course)	No records
Graduate School of Science and Technology, University of Tsukuba	Possible	1 year	Yes	Necessary: General examination
Graduate School of Governance Studies, Meiji University	Impossible			
Graduate School of Law, Nagoya University	Possible	2 years	Yes (existing course)	Necessary: General examination
Graduate School of Advanced Science and Engineering, Hiroshima University	Possible	2 years	Yes (existing course)	Necessary: General examination
Graduate School of Humanities and Social Sciences, Hiroshima University	Possible	1 year	Yes	No records
Graduate School of Arts and Sciences, International Christian University	Unknown/Unscheduled			
Graduate School of Business, Rikkyo University	Impossible			

In addition, as described below, JICA's Project for the Promotion and Enhancement of the Afghan Capacity for Effective Development (PEACE) offers a system that allows international students to be admitted as regular students after they have experienced being research students. At the time of screening as research students, universities choose them considering whether or not they would be able to be accepted as regular students, and there has existed no example of them failing examinations for regular admission thus far. According to this project, international students are accepted in English. Thus, this case differs from the project in question. If a Japanese-language framework has been realized through JDS, it can be thought that there is room for negotiation concerning whether or not the same processes can be applicable to universities.

Project for the Promotion and Enhancement of the Afghan Capacity for Effective Development

- About 50 international students taking master's courses or so have been accepted from Afghanistan each year. Fifty percent of international students or more have been admitted as research students. After that, they were accepted as regular students taking master's courses in six months. (During the period of being research students, learning for improvement of basic abilities necessary for regular admission is conducted.)
- Methods of admission differ among universities. There are three types of admission: (i) students are admitted as regular students; (ii) students become regular students after they have been accepted as research students; and (iii) students are accepted as regular students or research students based on the result of screening.
- There is no difference in terms of application documents and screening based on regular admission and admission by way of research students.
- **Even when relevant students have been accepted as research students, such cases will undergo processes for screening based on regular admission to master's courses.** There are regular admission examinations during the period of being research students. There are almost no cases in which relevant students have failed to date. (During the period for which they are research students, they normally prepare for entrance examinations. Thus, they will not fail.)

4. Proposal for Designing System for a Japanese-language Framework

(1) Proposals in Light of Situation in Cambodia

Based on the aforementioned information, in relation to acquisition of master's degrees in Japanese within the JDS framework, as described in 2. above, certain needs have been confirmed from the Cambodian administrative institutions. However, currently, the number of potential applicants who are able to acquire master's degrees in Japanese is low. The impact on project outcomes can be deemed to be large. However, government officials from countries that do not use Chinese characters in their writing with Japanese proficiency of the level that allows them to be able to write papers for master's degrees in graduate schools in Japan are limited. Thus, it seems to **be difficult to stably secure candidates.**

Moreover, as a problem concerning admission to master's courses in Japanese, in order to reach N1 or N2 of the Japanese-Language Proficiency Test, which is the level of graduate school admission for Japanese beginners, a two-year learning period will be required. In light of this fact, it is not realistic for Japanese beginners to apply for such courses. Therefore, **the minimum language level for application requires applicants to be qualified as having Japanese proficiency equivalent to N3 or higher, which makes it possible for them to reach N1 in a year. When candidates have applied for relevant courses, it is assumed that implementation of Japanese education for a year or so is to be required.**

In light of the aforementioned situation, **when accepting international students aiming at acquisition of master's degrees in Japanese in Cambodia,** we would like to propose a **"recommendation system"** differing from open recruitment, which is the normal JDS solicitation

method. Considering the results from surveys thus far, the reasons therefor are described as follows.

Reason (1): Viewpoint of Narrowing Down Applicants

When assuming the necessity of prior Japanese learning, the Japanese learning period would remarkably differ based on the level of Japanese proficiency of each applicant. Accordingly, relevant responses will be necessary in each case. Therefore, instead of accepting applicants based on their freely expressed intentions, steps for subjective recommendation from affiliated ministries and government offices should be taken. In this way, it is possible to narrow down candidates during the application phase.

Reason (2): Viewpoint of Diplomatic Strategy

If acquisition of master's degrees in Japanese is expected to generate further diplomatic effect, **as long as the “recommendation system” is used, it is possible to confirm the subjectivity of Cambodian administrative institutions and the purpose of acquisition of master's degrees in Japanese by such institutions rather than the subjectivity of individual applicants.**

Reason (3): Viewpoint of Guarantee of Reinstatement

When prior Japanese learning is necessary, long-term separation from services will be required, differing from the case of normal JDS. Therefore, reinstatement after acquisition of degrees is a concern. As long as a recommendation system that encourages proactivity from affiliated institutions is used, reinstatement of relevant international students is also desired by such institutions, which makes their reinstatement assured.

Reason (4): Viewpoint of Systems and Budgets

It is assumed that there are hardly any potential applicants for the Japanese-language framework. Thus, based on open recruitment each year, instead of securing budgets for the Japanese-language framework, if administrative institutions make voluntary recommendations, establishment for budgets for the Japanese-language framework in DD in the following year and thereafter will be reviewed.

(2) Proposal Not Aiming at Acquisition of Degrees in Japanese (Alternative Proposal)

The possibility has been reviewed thus far under the prerequisite that students will obtain degrees in Japanese. However, it is difficult to stably secure candidates in Cambodia. Moreover, the sustainability of such a project is assumed to be low. Accordingly, it can be thought to be difficult to adopt a master's course taking in Japanese at the moment.

According to “2. Survey concerning Local Needs,” it has been confirmed that administrative institutions desire to proactively increase the number of personnel who are able to speak Japanese. However, it is questionable whether or not they would like to pursue highly advanced Japanese proficiency that allows students to be able to obtain degrees in Japanese. In relation to needs of the Ministry of Commerce desiring to use the Japanese-language framework strategically for exchanges

with Japanese economic experts and businesspersons, a level that does not reach the level for N1 or acquisition of degrees in Japanese is sufficient for exchanges with Japanese people. There is a large difference between the level of “being able to speak Japanese” and “being able to write papers for master’s degrees in Japanese.” As far as the relevant purpose is to foster personnel who are able to communicate with Japanese people in Japanese (i.e., daily conversation + α) and create bridges between Cambodia and Japan, it can be thought that no need to acquire master’s degrees in Japanese exists.

If the purpose of the Japanese-language framework is to generate further project diplomatic effects and foster true pro-Japanese persons who are knowledgeable about Japan, instead of acquiring degrees in Japanese, it is desired to review an alternative measure for supporting acquisition of a certain level of Japanese proficiency from among the existing JDS programs allowing acquisition of degrees in English.

Moreover, opinions about acquisition of degrees in Japanese were obtained from JASSO. JASSO proposed that students would study specialized areas in graduate schools in English and a method for aiming at learning Japanese separately as below.

Opinions Obtained from JASSO

- Depending on the nature of purpose that allows students to be admitted to and learn master’s courses in Japanese, methods for designing a system for a Japanese-language framework largely differ. **Insofar as the purpose is to foster civil servants who well understand Japan and Japanese language alone, relevant students will learn specialized areas in English and aim at mastering of Japanese separately** (e.g., establishing of optional Japanese courses and providing incentives for qualification related to Japanese language).
- Assuming that Japanese proficiency necessary for master’s courses is N1 of the Japanese-Language Proficiency Test and at least two years are required to reach such level (concerning the Japanese beginners), four years in total in addition to two years of a master’s course will be necessary. (There is no one-year Japanese course in Japan.)
- Even if a Japanese-language framework is established, it would be desirable to narrow down targets in a pilot manner and commence a small-scale project.

As described above, as a separate choice for implementation of the purpose of the Japanese-language framework, while studying specialized areas in graduate schools in English, in order to aim at acquisition of Japanese, it is possible to establish Japanese language courses for students to learn Japanese while staying in Japan, grant incentives for acquisition of Japanese qualifications, etc. Relevant proposes will be made as follows.

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

degrees (English program)

Based on the aforementioned survey results, while understanding situations of other countries, the system for improving Japanese and the system for studying in Japan will continue to be reviewed.