



THE JOINT JAPAN/WORLD BANK  
GRADUATE SCHOLARSHIP PROGRAM  
*20 Years of Investing in Human Capital*

A large circular graphic with a textured, light blue background. Inside the circle, there are several stylized birds in flight, rendered in shades of purple and blue. The text 'Twenty years of investing in human capital' is centered within the circle.

Twenty  
years of  
investing  
in human capital

CELEBRATING  
OUR ALUMNI

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## Foreword

The Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) was initiated in 1987 by the government of Japan at the World Bank Institute (WBI) to encourage and strengthen human resources development in developing countries. The program's mandate is to provide to mid-career professionals in those countries an exposure to the latest techniques and knowledge on development through graduate studies. Since its inception, the JJ/WBGSP has awarded a total of 3,554 scholarships for studying in 250 universities in 32 World Bank member-countries through the sole funding of the Japanese government.

Each year, the JJ/WBGSP awards scholarships through a highly competitive process. In line with the WBI's capacity development efforts, the program offered 55 percent of the awards to candidates coming from the poorest and neediest countries. The program also includes partnerships with universities in Africa, Japan, and the United States.

Since 1994, the Secretariat of the JJ/WBGSP has conducted a bi-annual Tracer Study, which strives to answer two main questions: Did the scholar receive the degree he or she was supposed to attain with the JJ/WBGSP scholarship? and Where is the scholar living and working, now that the scholarship period is complete? The study targets scholars who completed their awards at least four years earlier, and traces where they are living and working, and whether they attained their degrees. The recent studies revealed that nearly all scholars (97 percent) attained the degree for which the scholarship was awarded; and most scholars (87 percent) are either living and working in their home countries or in another developing country, or are employed by multilateral development agencies. Also, alumni success stories indicate that many of the early scholars have attained leadership positions in their careers.

In 2005, the JJ/WBGSP launched the Scaling-Up Program as a better means for leveraging knowledge acquired by the sponsored scholars and for fostering a network of development practitioners,

including JJ/WBGSP scholars and alumni. The JJ/WBGSP has been providing opportunities for scholars to generate new knowledge for development. The World Bank recognizes that there is a great opportunity to tap into this knowledge, which would benefit not only the scholars but also the development community as a whole. To date, the Scaling-Up Program has held three regional conferences and started developing the community of scholars and alumni. The regional conferences provide an opportunity for alumni to hear outstanding papers presented by the scholars, and to network, share knowledge, and discuss current development issues in the presence of the World Bank staff and Japanese government representatives.

Enriched by the launch of the Scaling-Up Program, the JJ/WBGSP now celebrates its 20<sup>th</sup> anniversary in the year 2007. We take this opportunity to illustrate the achievements of the program's 20 years of investing in human capital in developing countries by highlighting some of the program's alumni who have made remarkable career progress after completing their study under the JJ/WBGSP and who are making significant contributions to the development of their home countries. Each profile is unique, yet each and every one of them assures us that the scholarships provided jointly by the government of Japan and the World Bank have been bringing about positive effects on development through human capacity building--and these are only a few extracted from a larger total of the program's alumni. The first section of the booklet introduces the alumni with diverse backgrounds who now occupy high positions in various institutions in their countries; and the second part introduces the six alumni who, at the regional conferences held in May 2006 in Nairobi and Hanoi, received awards for the outstanding research they carried out under the JJ/WBGSP.

We are delighted to deliver this booklet to you in our 20<sup>th</sup> year in the hope of receiving your support to sustain this program in the future.

*Scaling-Up Program  
JJ/WBGSP, World Bank Institute*





# HIGH PROFILES



## Cao Duc Phat Vietnam

Minister, Ministry of Agriculture and Rural Development  
Harvard University, 1993\*

*In 1993, I was awarded a scholarship from the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) and enrolled in the John F. Kennedy School of Government at Harvard University. After completing my Master's Degree, I returned to Vietnam to assist in my country's development. For the last 10 years, I have worked mostly in policy making and implementation.*

I am currently Minister of Agriculture and Rural Development (MARD) of the Socialist Republic of Vietnam. Prior to this, I held positions as Acting Minister of MARD (July–December 2004), Standing Vice-Minister of MARD (April–July 2004), Deputy Standing Secretary of An Giang's Provincial Communist Party's Committee (March 2003–March 2004), Vice-Minister of MARD (November 1999–February 2003), Director General of the Department of Policy, Director General of the Department of Planning and Projection of MARD (1995–99), and Officer, Deputy Head of an Office, Head of a Subject Division, and Deputy Director of the Institute of Agricultural Engineering and Projections (1982–95).

**Now my ministry's primary mission is to promote further reform processes in the agriculture and rural sectors of Vietnam, and**

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\* This number represents the program year, which is the year applicants apply and are selected as JJ/WBGSP scholars.

we have succeeded in bringing the country to a **new stage** of development. **However, to maintain high growth in the agricultural sector and active, comprehensive rural development, we need to carry out further domestic reform and simultaneously prepare those sectors for integration into the world economy.**

Thus far, about 80 Vietnamese scholars **have received awards from the JJ/WBGSP and studied overseas. After returning home, most of them have continued their careers, significantly contributing to the operation of organizations serving the process of development. Many now occupy high positions in government organizations, and they are having a positive impact on the overall development process in their sectors. I personally know some of them, and am proud to be among them.**

The JJ/WBGSP is a very generous program because it **enables scholars to study in any country at any university. For example, without the JJ/WBGSP, I would not have been able to attend such a prestigious school as Harvard University, where I gained valuable knowledge that is now extremely helpful in my work. I am grateful to the government of Japan for that opportunity.**

The world is changing rapidly, and countries are becoming more and more dependent on each other; **therefore, it is critical that we exchange knowledge and ideas more efficiently and dynamically. I would like to congratulate the JJ/WBGSP on its launch of the Scaling-Up Program, which has a noble objective to promote the dissemination of knowledge and cultivate the ground for lifelong learning among nations. I would like very much to join the activities carried out by the Scaling-Up Program to learn from my colleagues around the world and to share with them what I know.**

In conclusion, I extend my congratulations to the JJ/WBGSP for celebrating its 20<sup>th</sup> anniversary. **It has performed a significant service in promoting capacity development in the neediest countries, and I sincerely hope the program continues to thrive.**

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## **Luis Carlos Jemio**

### **Bolivia**

International Consultant,  
(Former Minister, Ministry of Finance)  
Institute of Social Studies, 1988

*I have a degree in Business Administration from the University of Chile (1982). I also hold a Master's Degree in Economic Policy and Planning (1987) and a Doctorate (PhD) in Development Economics (1993), both from the Institute of Social Studies (ISS), The Hague, the Netherlands. My PhD was sponsored by the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP). My thesis was titled "Micro- and Macroeconomic Adjustment in Bolivia (1970–89): A Neostructuralist Analysis of External Shocks, Adjustment, and Stabilization Policies."*

My academic years at ISS under the JJ/WBGSP were truly exciting and rewarding. I researched the long-term behavior of the Bolivian economy, built an economic model for analysis, and carried out year-long field research in Bolivia to collect most of the data I needed. I had always wanted to go back to my homeland after obtaining my degree to apply my newly acquired knowledge for the economy of my own country, and I believe the positions I have held since my return have completely fulfilled this wish.

In 2004, I was appointed Minister of Finance of Bolivia and was chief of President Carlos Mesa's economic cabinet. As Minister of Finance, I was Governor for Bolivia at the World Bank, the Inter-American Development Bank (IDB), and the Andean Development Corporation (CAF), where I served as President



of the Board of Directors. During my tenure as Minister of Finance, the Bolivian economy regained fiscal sustainability. The decrease in the deficit was attained mainly through the expansion in public revenues, as a result of policies that improved tax collection efficiency.

Prior to my appointment to the ministry, I worked as Senior Economist at the CAF, carrying out such tasks as the follow-up of the Bolivian and Chilean economies, coordinating the CAF's Country Strategy Paper, carrying out the economic appraisal of infrastructural projects financed by the CAF, and supervising and coordinating the CAF's competitiveness project in Bolivia. Other jobs I performed within the Bolivian public administration were Chief Officer of Unidad de Análisis de Políticas Sociales y Económicas (UDAPE), the Bolivian government's think tank for economic policy analysis; and Chief Officer of Instituto Nacional de Estadística, the national office of statistics. I worked as a consultant in several projects sponsored by different international organizations, such as the Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Development Programme, the International Labour Organization, the IDB, and the Kiel Institute for World Economics.

From 1989 to 1999, I was the Chief Specialist in the IDB-sponsored project aimed at constructing an integrated system of social indicators for social policy analysis. From 1997 to 1999, I was a consultant to ECLAC in the Project on Growth, Employment, and Equality in Latin America and the Caribbean. The final results and findings of that research project for Bolivia were published in a book titled *Fifteen Years of Structural Reforms in Bolivia*. I have also worked as a local contributor to the *Quarterly Reports and Country Profile* for Bolivia, published by the Economic Intelligence Unit.

I was the first Bolivian to receive a scholarship from the JJ/WBGSP. I came to know about the program when I was making my decision to pursue my degree at ISS after completing my master's program there. I was very proud of the recognition and the trust that the JJ/WBGSP acknowledged in my academic and career merits. I am confident in saying that I have contributed to a better economy for my own country, surely owing to the knowledge I gained through postgraduate study under the JJ/WBGSP. Human

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capital is one of the main factors that promote economic growth, and the level of that capital plays a very important role. I firmly believe that the JJ/WBGSP fills the need to train people in developing countries to improve their chances for a higher quality of life and economic sustainability.

I am very grateful for the JJ/WBGSP, and I extend my sincere thanks to the government of Japan and the World Bank. I encourage my fellows to take full advantage of the opportunities given by the JJ/WBGSP. It is a privilege to spend 24 hours a day in research financed by such a prestigious institution. I also strongly hope that the JJ/WBGSP will continue to promote future development in poor countries and help many people escape from poverty. The link between postgraduate study and poverty eradication is quite strong, as the higher the investment in human capital, the better the chances that the country conducts sound policies for faster economic growth, poverty reduction, and equal income distribution.



## Milen Veltchev

### Bulgaria

Member of Parliament and Deputy Chairman,  
National Movement Simeon II  
(Former Minister, Ministry of Finance)  
Massachusetts Institute of Technology, 1993

*I used my award from the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) to finance my studies for a Master of Business Administration at the Massachusetts Institute of Technology Sloan School of Management, 1993 to 1995. I graduated in June with a major in finance, and sought a position in investment banking dealing with Bulgaria and the surrounding region.*

In August 1995, I joined the Emerging Markets Bond Origination Desk at Merrill Lynch International in London. Throughout the following six years, I was responsible for Bulgaria and most of the other Eastern European countries, working principally with ministries of finance, central banks, and large state-owned companies to serve their capital-raising needs. Merrill Lynch was at the forefront in bringing world capital markets to Eastern Europe, and I was involved in a number of groundbreaking transactions, such as the first bond issues for Croatia, Moldova, Romania, and Ukraine. I also managed Ukraine's voluntary US\$3 billion debt restructuring in 1998, which helped the country avoid a Russia-style default.

While managing these and other sovereign relationships, I was able to observe **the firsthand effects, both negative and positive**, of different economic policies in a broad cross-section of Eastern European transition countries. Consequently, when I left my

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position of Vice President at Merrill Lynch to enter politics in Bulgaria, I knew exactly what my country needed to do to follow in the economic footsteps of its more successful peers in Central Europe.

In 2001, I accepted the invitation of Bulgaria's former king to serve as Minister of Finance. Bulgaria's economic track record in the ensuing four years was nothing short of spectacular: as a result of World Bank-sponsored reforms, the budget was balanced and eventually resulted in a string of surpluses; income tax rates were cut in half; public debt fell from 75 percent to 35 percent of gross domestic product; economic growth averaged 4.5 percent; and credit-rating agencies upgraded Bulgaria on 14 different occasions. *Euromoney* named me Finance Minister of 2002, and I was considered for the position of the International Monetary Fund Managing Director when Horst Köhler was elected president of Germany.

It was during that government's term in office that Bulgaria completed European Union (EU) accession talks (the Finance Ministry was responsible for a quarter of all negotiation chapters), and the accession treaty

was signed. In January 2007, Bulgaria became a member of the EU. In the meantime, parliamentary elections were held in Bulgaria, and I am currently a member of Parliament and Deputy Chairman of my party, National Movement Simeon II, which is a part of the governing coalition.

Clearly, this turn of events would have been impossible or at least very different in the absence of the JJ/WBGSP. Both the Japanese government and the World Bank management deserve admiration for making it possible for developing-country professionals to pursue graduate degrees that subsequently affect not only their own lives, but also the development of their home countries. The continuation of this program undoubtedly will further benefit the development and improvement of the world's well-being.



## Séraphine Wakana Burundi

Consultant

(Former Minister, Ministry of Development Planning  
and Reconstruction)

Brandeis University, 1995

*In 1997, with funding provided by the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP), I obtained a Master's Degree in Development Economics at Brandeis University, with special focus on sustainable development. I also have a Bachelor of Arts in Economics and Administration from the University of Burundi.*

I am currently a **Consultant on Economic Reforms and Good Governance** for the World Bank, the African Development Bank, and the United Nations Development Programme, where my achievements include a **report on "Governance-Leadership Capacity Building, Implementing Emergency Program in Burundi"** (World Bank Institute, August 2006).

**From July 2002 to August 2005, I was the Minister of Development Planning and Reconstruction, Burundi.** My responsibilities included **policy and strategy development planning** in a postconflict environment and supervision of the formulation of the country's **Poverty Reduction Strategy Paper.** **Among other achievements, I chaired the Interpublic and Private Sector Committee, the National Commission on Investments, and the Development Partners' Round Table for Burundi 2002.** I also was a member of the **National Commission on Demobilisation, Resettlement, and Reintegration of Ex-combatants.** I was responsible for preparing and organizing the

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Burundi Economic Overview (2003); for the launch and coordination of the Burundi Prospective Study–Burundi 2025 (2003); and for the coordination and adoption of the Human Development Report on Burundi for 2003 and 2004.

From January 2000 to July 2002, I was a professional researcher on poverty reduction, gender, and public and private sector interface

at Burundi's Economic Development Institute. From February 1997 to December 1999, I held a position as Director of the Minister's Cabinet at the Ministry of Development Planning and Reconstruction. I was also an Alternate Governor to the World Bank (1997–98), Chairperson of the National Technology Investment Commission, and a member of the Executive Committee for the Social Action Project (financed by World Bank). I led negotiations with the World Bank team on the second phase of that project, and was a member of the preparatory team of the Burundi Rural Development Programme.

I am deeply thankful to the JJ/WBGSP for having offered a broader visibility to my career. The program was a good opportunity for me to strengthen my ability to conduct good and strong analyses in a well-organized manner. I learned to be much more focused while making critical judgments on complex issues, and to draw lessons and formulate recommendations and policy briefs based on strong and sound research. The JJ/WBGSP also enabled me to become a woman leader in my country. I am the first woman in Burundi to be appointed Minister of Development Planning and Reconstruction, and I had successfully led the ministry through a very tight and unstable political environment. This has consolidated my leadership capacity substantially and added value to my personal knowledge of high-level leadership in sensitive and risky situations. I believe I have contributed to the improvement of gender equality in my country.



## Syed Anwar-ul-Hasan Bokhari Pakistan

General Manager, Civil Service Reforms Unit,  
Establishment Division  
Maastricht School of Management, 1996

*About 10 years ago, I was awarded a Joint Japan/World Bank Graduate Scholarship (JJ/WBGS) to pursue a one-year Master of Business Administration (MBA) degree in Corporate Strategy and Economic Policy at Maastricht School of Management (MSM), the Netherlands. Maastricht is a small, beautiful town (also known for the Maastricht Treaty), and the school provided a perfect setting for education. Its multicultural environment, from both the perspective of faculty and that of the student community, offered an enriching and long-lasting learning experience. I entered MSM in September 1996 and was one of the few to graduate with an MBA with Distinction in September 1997.*

In 1998, I was selected to be the South Asia alumni coordinator for the JJ/WBGS and the Robert S. McNamara Fellowship Program. In that capacity, I contacted the alumni community throughout South Asia, collected information/data, and placed everything on the Web site. In 1999, I visited Japan for a training program and, during my stay, I attended a reception of JJ/WBGS scholars studying in Japanese universities. There I had the opportunity to meet Abdul Al-Mashat (program administrator), Marie des Grossas, officials from Japan's Ministry of Finance, and other distinguished professors and guests.

It is a tremendous testimonial to the strength of the program that most alumni have returned to their respective countries and are contributing toward the socioeconomic development of those countries and regions. We JJ/WBGSP scholars belong to a unique club, and are proud goodwill ambassadors of Japan.

Since then, as a member of the All-Pakistan Civil Service, I have served in various capacities. Organizations I have worked for include the Privatization Commission, Ministry of Finance, Economic Affairs Division, and National Reconstruction Bureau (a public sector think tank). At present, I am working as General Manager, Civil Service Reforms Unit (CSRU), Establishment Division. Among other efforts, the CSRU, set up under the International Development Association–funded Public Sector Capacity Building Project, is responsible for administering foreign scholarships, coordinating efforts for building capacity of domestic public sector training institutions, and formulating proposals for civil service reforms. I regularly deliver lectures on political economy and management to the senior officers of the government of Pakistan.

I believe that the JJ/WBGSP was a major turning point in my professional career. The high recognition that I have earned for my work would not have been possible without the MBA degree. I, and the entire community of scholars who have benefited from the JJ/WBGSP, owe deep, heartfelt gratitude to the government of Japan for financing the scholarship. It is a tremendous testimonial to the strength of the program that most alumni have returned to their respective countries and are contributing toward the socioeconomic development of those countries and regions. We JJ/WBGSP scholars belong to a unique club, and are proud goodwill ambassadors of Japan. I would urge the government of Japan to enhance funding for the program so that eligible candidates continue to benefit from this invaluable opportunity.



## Niermala Hindori-Badrising Suriname

Policy Advisor to the President of Suriname,  
Government of Suriname  
Institute of Social Studies, 1996

*In 1996, I was selected for the prestigious Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) and began a Master's Degree Program in International Development Studies at the Institute of Social Studies (ISS) in The Hague, the Netherlands. My previous academic background in law and international relations, and having served with the Ministry of Foreign Affairs of the Republic of Suriname, created my interest in development issues.*

My two-year study period at the ISS provided me with a unique opportunity to enhance my academic knowledge and analytical skills in a broad array of issues related to international development. I enjoyed a rich academic experience and gained knowledge not only in the theories of current critical international development issues, but also in the global, political, and socioeconomic intricacies involved. I graduated with merit in December 1997, having specializations in environment and sustainable development, gender studies, and international human rights.

On returning to my country in January 1998, I was appointed Chief Coordinator for International Affairs in the Office of the President of the Republic of Suriname. The president has the executive responsibility for coordinating the country's

My studies gave me a unique opportunity to gain academic and practical knowledge of international development issues and to develop my professional niche so that I might serve my country.

foreign policy, and therefore my responsibilities included policy advising, policy making, and policy monitoring. I was entrusted with overseeing the actual implementation of foreign policy within the regional and international context. My responsibilities also included monitoring the international development cooperation of Suriname in multilateral and bilateral contexts.

I have been working in the Office of the President for almost nine years and have served two presidents. I am currently on a study leave, pursuing a professional Master's Program in

International Relations in Law and Diplomacy at the Fletcher School, Tufts University. My specializations are international negotiations and conflict resolution and international political systems.

Throughout the years, I have been able to serve in numerous professional settings, including various national advisory commissions. I have participated in many regional and international conferences and in numerous heads-of-government summits.

The knowledge, skills, and experience gathered during my time at the ISS have served well in my international undertakings, and I am indebted to the JJ/WBGSP. I am proud to have been a scholar of the program, especially because, thus far, I am the only Surinamese recipient of this prestigious award. My studies gave me a unique opportunity to gain academic and practical knowledge of international development issues and to develop my professional niche so that I might serve my country.

I would like to extend my gratitude for the excellent opportunity provided through the scholarship program, which has contributed immensely to my academic and professional enhancement and to the development of Suriname. I would like to offer the government of Japan, the JJ/WBGSP, and their staff the very best wishes in their future endeavors in international capacity building.



## Zaza Broladze Georgia

Monetary Economist, International Monetary Fund  
Resident Office in Georgia (Former Chairman,  
Ministry of Economic Development of Georgia,  
Department of Statistics)  
University of Illinois, 2003

*In 2003, I was selected to study in the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) at the University of Illinois. I spent two of the most useful and fruitful years of my life in the United States earning a Master of Social Science Degree in Policy Economics.*

After graduation, I returned to Georgia and was appointed Chairman of the Department of Statistics. This institution is the country's main producer of official statistics, and my responsibilities were immense. Pursuant to significant structural reforms in the department, since February 2007 I have continued my career at the International Monetary Fund Office in Georgia. As the Monetary Economist, my responsibilities include monitoring the monetary sector, balance of payments, the real sector, and the anti-money laundering and commercial banking operations. All my current and future achievements will be determined mainly by the educational background I gained from the JJ/WBGSP at the University of Illinois. The uniqueness of this program is that it offers to many young men and women from all around the world the most valuable gift—a high-quality education. All beneficiaries of this wealth are from countries in transition or from developing countries whose governments and educational systems still can't provide a proper education.

The uniqueness of this program is that it offers to many young men and women from all around the world the most valuable gift—a high-quality education.

One of the greatest Georgian novelists, Chabua Amirejibi, wrote that a person is an ambassador of his family in his home country, and an ambassador of his country when abroad. As an “ambassador” of Georgia, it was my greatest honor to meet and connect with “ambassadors” from various other countries, such as Chile, China, Republic of Korea, Japan, Ukraine, the United States, and Uzbekistan—to name just a few. These “diplomatic” connections are valuable for all of us because we now have friends and hosts in almost every country of the world. To live and study in the United States is a once-in-a-lifetime chance we are all happy to have shared.

In conclusion, let me repeat something I said in Tokyo a year ago while visiting that country’s Statistics Bureau: I will always owe the Japanese government, the United States, and the World Bank for my education and precious experience. I am sure that the endowment provided to JJ/WBGSP “ambassadors” is the best investment any government could make in the world’s development.



## Mary Jean Garsuta-Bulatao Philippines

Senior Visiting Scholar, Texas A&M University  
University of the Philippines Los Baños, 1998

*I received my Bachelor of Science Degree in Agriculture, with a major in animal science, from the University of the Philippines Los Baños (UPLB) in 1983. That same year, I started working first as a Training Assistant and later as a Research Assistant with the Southeast Asian Ministers of Education Organization (SEAMEO)–Southeast Asian Regional Center for Graduate Studies and Research in Agriculture (SEARCA). In 1986, I transferred to the Farming Systems and Soil Resources Institute of UPLB as a Research Associate, and was assigned as the Crop-Livestock Specialist in the Hillyland-based Farming Systems Division. I have been at UPLB since then and now hold a University Researcher position.*

In 1995, I finished my Master's Degree, and in 1998, one year through my doctoral program in animal science, I was awarded a grant by the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP), which enabled me to pursue the degree on a full-time basis. During this time, I received a four-month research grant from SEAMEO–SEARCA to conduct part of my dissertation research at the University of Queensland, Gatton Campus, in Australia. This was made possible because the JJ/WBGSP provided the airfare as well as the monthly living allowance.

In a departure from the goat arena, I represented my team in the 2005 World Bank Development Marketplace competition, during which we obtained a grant for our project proposal on “Duck Ranger: Rice-Duck Systems to the Rescue.”

In 2003, I completed my Doctoral Degree in animal science. My dissertation was titled “Physical, Chemical, Microbiological and Sensory Characteristics of Chevon Subjected to Different Drying Methods.” I chose the topic in support of small-hold goat raisers in the marginalized hilly land areas who have limited or no cooling facilities. They have to consider value adding to cope with increasing livestock marketing costs and seasonal

price fluctuations. In 2004, for my essay titled “The Potential of Chevon Drying in Small Farming Households,” I was given the Best Paper Award by the Philippine Society of Animal Science during its annual national convention in Washington, DC.

In a departure from the goat arena, I represented my team in the 2005 World Bank Development Marketplace competition, during which we obtained a grant for our project proposal on “Duck Ranger: Rice-Duck Systems to the Rescue.” This development project integrated ducks with rice-farming systems to improve farmers’ income through duck-egg production and a reduction in pesticide use (ducks feed on destructive snails, insects, and some weeds). This is now an ongoing project and has received accolades and support from provincial leaders because of its positive impact.

Now at Texas A&M University, I am a Senior Visiting Scholar under the Fulbright Visiting Scholar Program. I also am involved in a project in Bondoc Peninsula (Philippines) that looks into agribusiness opportunities in livestock production. This is a project supporting the government’s “One Million Job Creation Program.”

I would like to extend my deepest gratitude to the JJ/WBGSP for the rare opportunity it provided me. Its sponsorship of my doctoral program enriched my professional capability to contribute, through my involvement in research and development, to the benefit of the Philippine animal industry in general and the small crop-livestock farmers in particular.



## Michel Canta

### Peru

Chief Economist of the Research Department,  
Superintendency of Banking, Insurance and  
Private Pension Funds of Peru  
McGill University, 1995

*In 1995, I was selected to study in the two-year Economic Policy Management (EPM) Master of Arts Program sponsored by the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) at McGill University. This program provided the opportunity to introduce me to people from emerging markets with different policy backgrounds, and to enhance our understanding of economic policy issues that are key to achieving sustainable development. The opportunity was very enriching in terms of sharing experiences, acquiring technical skills, and building a strong network of future policy makers in emerging and less-developed markets. The program also gave me firsthand experience working with the International Monetary Fund (IMF) staff during my internship in Washington, DC.*

I graduated in 1997 and returned to Peru to contribute to the development of its financial sector. I was appointed to the position of Chief Economist of the Research Department at the Superintendency of Banking, Insurance and Private Pension Funds of Peru, the government agency in charge of financial system regulation and supervision. I have been working to make policy regarding financial systems and capital market development in my country. The experience I gained in these issues was useful when I was twice appointed (in 1999 and 2002) as Economic

I think there will be many future opportunities to apply all the practical advice I received and knowledge I gained in the EPM programs at McGill, and I recognize that all these efforts are the result of strong support from the JJ/WBGSP.

Advisor of the Ministry of Finance. In that position, I was responsible for planning macroeconomic policy strategies to develop stock and bond markets, as well as for making changes to the banking resolution procedures in the Banking Law to solve the problems in 1999 that were generated by the Russian and Brazilian Crises. More recently, I have been able to develop some macroeconomic policies in the financial and capital markets that have contributed to upgrading my country's risk profile. Peru is currently located one notch under investment grade, which we expect to reach in the following two years.

The knowledge I gained in the JJ/WBGSP also helped me continue as a doctoral EPM student at McGill from 2003 to 2006. I am presently in the process of finishing the thesis work, which concerns the pro-cyclical effects of new banking capital requirements in emerging markets. Now that I am back in Peru, I am still in my position as Chief Economist at the Superintendency and continue working to ensure the soundness and higher development of the financial system and capital markets. I also lecture as Professor in Macroeconomics and Banking Economics at Universidad Del Pacifico and Catholic University of Peru, the two leading universities in my country.

I think there will be many future opportunities to apply all the practical advice I received and knowledge I gained in the EPM programs at McGill, and I recognize that all these efforts are the result of strong support from the JJ/WBGSP. For this reason, I highly recommend that this program be encouraged and kept for future policy makers in other countries who are eager to learn the best practices and highest technical skills necessary for development.



## Zaza Chelidze Georgia

Parliamentary Secretary and Deputy Minister,  
Ministry of Economic Development  
National Graduate Institute for Policy Studies, 2002

*My one-year intensive study (from 2002 to 2003) at the National Graduate Institute for Policy Studies (GRIPS), Saitama University, was sponsored by the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP). I covered financial and fiscal issues in my research and studies, which included the required subjects of public finance, macroeconomics, and international taxation. In addition, I have completed a nine-month practicum at the National Tax Administration of Japan, at which I submitted a research paper and gave a final presentation. While working toward my Master's Degree, I tried to show reasons for the Georgian government's failures of fiscal policy implementation, and made several concrete suggestions on ways to increase budget revenues through fiscal measures, including reforms in tax policy and tax administration.*

The GRIPS course proved beneficial not only for my personal development, but for my country as well. At present I hold the position of Deputy Minister of Economic Development of Georgia in the leading government body responsible for conducting economic policy; and I am actively involved in Georgia's economic policy-making process. The first area under my supervision is the Department of Economic Policy, which is responsible for making economic policy, conducting macroeconomic policy analysis, planning and

I feel that my combined experience and academic background provide a solid asset to Georgian economic policy advising. My Master's Degree in Public Finance, made possible by the JJ/WBGSP, gave me an exceptional opportunity to become a knowledgeable, contributing member of my country's government.

forecasting, and addressing fiscal and monetary policy tasks. The department's activity consists of three dimensions: economic policy, entrepreneurship policy, and regional economic policy. In addition, I am a Parliamentary Secretary of the Ministry, responsible for all draft laws (such as taxation, privatization, bankruptcy, transport, communication, construction, and so on) submitted by the Ministry to various committees and to the plenary

session of the Parliament. Thanks to my GRIPS studies and the theoretical background knowledge I gained from them, I have been able to offer well-informed suggestions to the government, and am currently working on revealing the obstacles impeding a normal business environment.

I feel that my combined experience and academic background provide a solid asset to Georgian economic policy advising. My Master's Degree in Public Finance, made possible by the JJ/WBGSP, gave me an exceptional opportunity to become a knowledgeable, contributing member of my country's government.



## Ngosa Chisupa Zambia

Permanent Secretary,  
Ministry of Labour and Social Security  
University of Tsukuba, 1997

*In 1996, I was selected for the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) at the University of Tsukuba. I arrived in Japan in March 1997 to begin my studies for a Master of Philosophy Degree in International Development and Policy Management. The two-year stay was very beneficial in terms of honing my technical skills on issues relating to development economics. I graduated in March 1999 and went back to Zambia to contribute to the development of my country.*

Upon my return, I was appointed to head the Government Department of Social Security in the Ministry of Labour and Social Security. I served in that capacity until March 2006, when I was appointed to my current position as Permanent Secretary in the Ministry of Labour and Social Security. As Chief Executive Officer of the Ministry, I am responsible for the strategic management of the ministry's policies and programs, and I serve as Chief Adviser to the Minister on employment and labor matters.

The training I received as a development economist under the JJ/WBGSP has enabled me to comprehend development issues in a more holistic manner. The added knowledge has contributed to my understanding of high-level national, regional, and international issues pertaining to economic and social policy, organizational reform, and policy management. In addition to

Although I am only 41 years old, my country has benefited from the analytical skills that I learned during the Graduate Master's Program, and I would recommend that this course of study be encouraged for future policy makers and colleagues from developing countries.

the government policy work, the JJ/WBGSP training provided an opportunity for my lecturing career to evolve, mainly through stint at the University of Johannesburg as a visiting lecturer during the period 2003–05. In 2004, I was honored to present a guest lecture at the University of Tsukuba on the subject of the political economy of regional integration in the Southern African Development Community.

At an intercultural level, the JJ/WBGSP has provided an opportunity for enriching friendships and enhancing communication among peers from all regions of the world. During the seven years since my graduation, I have maintained contact with cohort members based in Canada, India, Japan, Jordan, Lithuania, Nigeria, Peru, and Ukraine.

In 2002, I was even able to attend the wedding of a Japanese colleague who tutored us in that language during the JJ/WBGSP. The wedding took place in Aliwal North, South Africa; this is testimony to how the world has become a small village that is able to foster global interaction.

It is evident that the training provided at the University of Tsukuba through the JJ/WBGSP has equipped me with the technical skills and exposure necessary to implement developmental policies and programs in countries such as Zambia. Although I am only 41 years old, my country has benefited from the analytical skills that I learned during the Graduate Master's Program, and I would recommend that this course of study be encouraged for future policy makers and colleagues from developing countries. I wish the Japanese government and the JJ/WBGSP all the best in their continuing endeavors.



**Gordana Obradović-Dragišić,  
Croatia**

Executive Director, CESI-Centre for Education,  
Counselling and Research  
Croatia  
Institute of Social Studies, 2003

*I was selected to study in the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) at the Institute of Social Studies (ISS) in the Netherlands. In September 2003, I arrived in The Hague to begin my educational program for a Master's Degree in Development Studies, with specializations in Women, Gender, and Development. During this 15-month stay, I gained significant knowledge and skills in related fields that would prove to be very important for my future work. Conversely, it was also a good opportunity to reflect from a distance and with a broader perspective on my previous work in Croatia. I graduated in December 2004 and returned home to contribute to the development of democracy and my country.*

When I returned to Croatia, I continued to work at CESI-Centre for Education, Counselling and Research in Zagreb. As Executive Director, I am responsible for the strategic and operational management of CESI and the development and implementation of various programs. Furthermore, I have been appointed as one of the coordinators of the Women's Network of Croatia, which comprises more than 40 organizations with diverse programs and influence at both local and national levels.

The JJ/WBGSP scholarship offered an otherwise-unavailable opportunity for the continuation of my education because study

My country has benefited from the analytical skills I gained, and I would recommend that this program be encouraged for future policy makers and colleagues from all developing countries.

on development issues--and particularly on gender in development--was nonexistent in Croatia and the broader region.

The JJ/WBGSP also provided a chance for cultivating friendships and enriching communication among peers from all around the world. Since my graduation, I have maintained contact with members based in Bolivia, India, Indonesia, Japan, the Philippines, Maldives, Nepal, and Sri Lanka.

For all these reasons, it is apparent that the study provided at the ISS, through the JJ/WBGSP, has equipped me with the technical skills and exposure I needed to implement policies and programs in the area of gender equality. My country has benefited from the analytical skills I gained, and I would recommend that this program be encouraged for future policy makers and colleagues from all developing countries. I extend my best wishes to the Japanese government, the JJ/WBGSP, and their staff for their future endeavors.



## **Komla Dumor** **Ghana**

Journalist, BBC  
Harvard University, 2002

*I am a 34-year-old graduate of the Kennedy School of Government at Harvard University, where I was an Edward Mason Fellow. I graduated with a Master's Degree in Public Administration (MPA) in 2003, made possible by the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP).*

At Harvard, my major focus was on public sector strategic management and organizational reform. My analytic ability and understanding of the key issues of public service were enhanced by learning the tools of effective management and new developments in delivering public services. My MPA studies encapsulated leadership skills, quantitative methods, and management practice. My knowledge in these areas enabled me to rigorously challenge my country's policy makers and public officials with a better understanding of the best practices from all over the world.

Bringing these skills to play in my professional duties has enhanced my credibility as a broadcast journalist. A year before my graduation from Harvard, the Ghana Journalists Association named me 2001/02's Journalist of the Year for my investigative work concerning public sector corruption in Ghana. Perhaps that honor was a factor in 2004, when Ghana's Institute of Economic Affairs chose me as its moderator for a presidential debate.

My MPA studies encapsulated leadership skills, quantitative methods, and management practice. My knowledge in these areas enabled me to rigorously challenge my country's policy makers and public officials with a better understanding of the best practices from all over the world.

I am the current presenter of the British Broadcasting Corporation's (BBC's) morning radio show "Network Africa," which reaches millions of listeners around the globe. I joined the BBC in August 2006 after 10 years as the host of the morning show on JOY 99.7 FM, Ghana's first and most influential private radio station. At the BBC, I am also involved in the production and presentation of programs on African news and current affairs. "Network Africa," the main talk show, broadcasts interviews with politicians, high-level policy makers, civil society groups, and all people and issues involved with development across Africa.

Harvard opened to me new networks of colleagues and professionals from around the world, and I was fortunate to have been given an educational opportunity that both enhanced my investigative journalistic abilities and led to my present professional achievements. Certainly, none of this would have been possible without the JJ/WBGSP, and I am grateful.



## Beatrice Birungi Kiraso Uganda

Deputy Secretary General, East African Community  
Harvard University, 2003

*I am a graduate of the Kennedy School of Government (KSG)'s Mid-career Master's in Public Administration (MC/MPA), 2003/04. Without the \$53,000 scholarship under the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP), my aspirations would have remained only a dream.*

My career as an Economist in the government of Uganda and later a Parliamentarian for 10 years (chairing important committees such as Finance and Economic Planning, Budget, State Enterprises and Corporations), and my involvement with several international bodies, were greatly enhanced after being given this opportunity.

With the MPA from Harvard, even as a Serving Member of Parliament, I was taken on as a short-term consultant by organizations such as the United States Agency for International Development, Kabul, Afghanistan (2005) and the State University of New York (2005–06). Thanks to my degree, my profile (which can be viewed through Google) has risen, making me more of an international figure.

In April 2006, the heads of state of the East African states of Kenya, Tanzania, and Uganda appointed me a Deputy Secretary General, East African Community (EAC). This is the secretariat

Had I not taken courses at KSG—such as management, psychology, democracy and governance, conflict management, global governance, and the management of modern economic states—the challenges I currently face would have been even greater. How I wish more mid-career professionals could have such an opportunity!

coordinating harmonization of programs, projects, and policies among the three East African countries under the agreed integration framework. In November 2006, the EAC admitted as full members Rwanda and Burundi, which had enjoyed only observer status for three years. My present goal is to move these five countries to a higher level, from mere economic integration to a political federation under one authority (the government).

Had I not taken courses at KSG--such as management, psychology, democracy and governance, conflict management, global

governance, and the management of modern economic states--the challenges I currently face would have been even greater. How I wish more mid-career professionals could have such an opportunity!

Although this may sound too optimistic, I believe that, with more such opportunities, one half of the problems--especially in sub-Saharan Africa--would be solved. Most of the problems are accelerated by bad leadership, lack of democratic institutions, and no definite rules of law. These circumstances, existing against an unfortunate backdrop of poverty, illiteracy, and diseases in developing countries, cannot be tackled without a critical mass of world-focused leaders who share a common vision.

Because we shared something special, KSG alumni--particularly fellow JJ/WBGSP students--stay in touch with each other as if we were members of one family. Thanks to the ongoing efforts by the Japanese government through the Japanese Official Development Assistance, and to the World Bank, the KSG alumni network will continue to represent the benefits of developing human resources.



## Ana del Rosario Castillo Molina Peru

Member, Board of Directors, Centre for Research on Disability at the Pontifical Catholic University University of Maastricht, 2004

*During my primary and high school years in Lima, Peru, I was the student at the top of the class and one of the most enthusiastic in organizing activities. It was devastating when a transit accident left me quadriplegic. After my accident, I decided to study accounting at the Pontifical Catholic University of Peru. At that time, the school was not handicapped-accessible, but my mother, colleagues, and friends helped me overcome obstacles. After finishing college, I discovered that finding a job was difficult because of the prejudices that people with disabilities constantly face in developing countries.*

After working some years as an accountant, I needed to feel that my profession served a better purpose. I decided to focus on finances and social projects, directed to any sector but especially focused on disabled people. I pursued a Diploma in Formulation and Evaluation of Social Projects, and did some related work at the National Council for Integration of People with Disabilities. Then I decided to concentrate more on these topics by studying for a Master of Sciences in Social Protection Finances at the University of Maastricht in the Netherlands. I simultaneously applied for and received a scholarship from the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP).

I met many encouraging people and shared great moments with them while learning about financing social protection, pension schemes, health care sector issues, disability benefits, actuarial calculations, and so on.

I was excited but fearful because my disability made it mandatory for me to have a personal assistant to help me in my daily activities. However, the staff at Maastricht Graduate School of Governance (MGSOG) understood my situation and provided all the necessary facilities. They also noticed that I required some extra help with mobility, and provided a scooter and a lifting device that solved my transportation problems. I met many encouraging people and shared great moments with them while learning about financing social protection, pension schemes, health care sector issues, disability benefits, actuarial calculations, and so on.

Currently, I am working with other specialists to create the Centre for Research on Disability at the Pontifical Catholic University of Peru. As a member of the Board of Directors, some of my main functions are to develop social projects directed at alleviating poverty

in the country's poorest regions, to measure poverty lines, to assist in budgeting, and to make financial evaluations. I also helped start the project for creating an international nongovernmental organization focused on social protection issues based in Kazakhstan and Peru. I intend to take full advantage of the many opportunities I've been given, and to continue working in the interest of people with disabilities.

My present work would not have been possible without the JJ/WBGSP, and I am deeply grateful to the government of Japan for enabling my career and for helping me make great friends and build professional networks. I would also like to extend my gratitude to Maastricht University, and especially to the MGSOG.



## Mauricio Montalvo Ecuador

Ambassador, Permanent Representative of Ecuador to the United Nations  
Harvard Law School, 1988

*During my first overseas post as Junior Diplomat of Ecuador, I was selected for the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP). I came from a small country, had few financial resources, and worked for the government in a low-paying capacity, which meant I was not a good candidate for loans. I quite accidentally learned about the scholarship program and, after a series of long and tough conversations, then-administrator A. Robert Sadove reluctantly agreed that the Master of Laws Program (LL.M.) at Harvard Law School (HLS) would be the most suitable to my career. Therefore, thanks to him and the JJ/WBGSP fellowship, I was able to attend that university, a dream that otherwise would have been impossible for a young public servant.*

The LL.M. at Harvard was, and still is, an original and rich program. From an academic viewpoint, it provides extraordinary exposure to some of the most esteemed, brightest law professors and legal thinkers in the world. At the time I attended, HLS was in a deep process of transformation, with an ideological transition in the faculty that was reflected in the daily activities of the school--in classrooms, open debates, legal writings, and beyond. From my first day at that prestigious university, I found myself in a very challenging environment that demanded a lot of effort and hard work--not to mention endless hours at the library.

Without a doubt, many of my achievements and experiences in the international arena have been possible, thanks only to the unique opportunity provided by the JJ/WBGSP to attend one of the world's most prestigious universities and so rich and enlightening a law program.

Although the LL.M. was well-infused with foreigners, its structure allowed us to share classes with and follow the same courses as the American students. In that way, besides the fruitful contributions of foreign fellows, we had the opportunity to meet very interesting and bright people from the United States. For example, the program's sound and integrated structure enabled me to have Barack Obama as a classmate.

After completing my studies, I continued my career as a diplomat, with posts in Washington (1990), New York (1990–92), Paris (1996–2001), and now Geneva (2006). At the local level, I worked as an adviser to the Minister of Finance (1992–93), as Coordinator of Projects for the World Bank in Ecuador (1993), and eventually as Undersecretary for Public Administration of the Government (1994–95). Between 2001 and 2004, I worked in the Ministry of Foreign Affairs in several capacities: General Director of Communications and Spokesperson, General Director of International Organizations, and General Director of Relations with Colombia. In 2005, I was promoted to the rank of Ambassador, was nominated General Coordinator of the Ministry, and later served as Undersecretary for Multilateral Affairs (2005–06). Since August 2006, I have been in Geneva as Ambassador, Permanent Representative of Ecuador to the United Nations and other international organizations. During all these years, I have represented Ecuador in numerous international meetings around the world, have published several articles on international law and foreign affairs, and have had the honor to be invited as a guest lecturer by several universities in Ecuador.

Without a doubt, many of my achievements and experiences in the international arena have been possible, thanks only to the unique opportunity provided by the JJ/WBGSP to attend one of the world's most prestigious universities and so rich and enlightening a law program. Along with my sincere words of recognition to the JJ/WBGSP, I strongly recommend the continuation of the program as a clear and productive contribution to the developing world, especially for public servants engaged in and committed to working for their countries and people. Certainly, the assistance of the JJ/WBGSP to small countries, such as my Ecuador, is priceless.



## Patrick Kennedy Mugoya Tanzania

Principal, Institute of Tax Administration  
Keio University, 1997

*After completing my Master's Degree in Tax Policy and Management, I returned to Tanzania a different man altogether. Armed with the knowledge and exposure required for a distinguished career as a tax academician, I was immediately promoted to a full Lecturer in Taxation position at the Institute of Finance Management. This was an accelerated promotion because I had not completed the number of years required to become a full Lecturer. By 1999, I had a number of published articles in several refereed journals.*

Only two years after that, considering my good work as a lecturer in taxation and the many articles on taxation and fiscal policy that I had published, I was promoted to Senior Lecturer. Beginning in my final year at Keio, I enrolled for a doctorate program (PhD) at the Commonwealth Open University. I submitted my thesis, titled "Impact of Own-produced Consumption on Redistributive Commodity Taxation: The Case of the Tanzanian Value-added Tax," and was awarded a PhD in Economics (Taxation) in December 2000.

In 2003, I became a Director of the Graduate School at the Institute of Finance Management. I did not hold this post for long because, in January 2004, the Tanzania Revenue Authority asked me to head its training institution--the Institute of Tax

I think being part of a group of people with such varied backgrounds from less-developed countries on different continents, in a thriving country such as Japan, did indeed mold me into a value-adding Tanzanian citizen.

Administration (ITA). Since then, I have put in place a strategy to transform ITA into a globally recognized center of excellence in taxation training.

The Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) surely gave me the courage and confidence to succeed in life. I think being part of a group of people with such varied backgrounds from less-developed countries on different continents, in a thriving country such as Japan, did indeed mold me into a value-adding Tanzanian citizen. Long live the program!



## Dung Phan Pham Vietnam

Director General, Banking and Financial Institutions Department, Ministry of Finance  
Columbia University, 1997

*At the end of the 20<sup>th</sup> century, Vietnam was making a transition toward a market-oriented economy. As Deputy Director General of the Financial Policy Department, Ministry of Finance, I realized that I needed to update my knowledge in financial policy making for that particular economy. Therefore, sponsored by the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP), I attended a postgraduate course in Program Economic Policy Management in the School of International and Public Affairs at Columbia University in New York City. During my study, I spent a lot of time researching different macro- and microeconomic issues. My goal was to make use of new knowledge in financial policy making to foster a rapidly developing and stable economy in Vietnam.*

While working at the Financial Policy Department, I often made contact with colleagues from the Policy Research Institute of Japan's Ministry of Finance to exchange experiences so that I might better advise my economic minister on issuing and submitting Vietnam's national financial policy to the prime minister.

After receiving the Master's Degree, I was appointed Deputy Director General of the Banking and Financial Institutions Department. In 2002, I was promoted to my current position of Director General, with responsibilities for looking after

It is my aspiration to contribute to financial policy making and to implement these policies to improve the business environment in Vietnam. This will help foster the domestic capital market in developing the financial service sector, promote the successful development of SMEs, and make financial policy to help the Vietnamese people by contributing to poverty reduction.

financial policy making in the domestic capital market and other financial services. I am also responsible for supervising the financial status of state-owned commercial banks, non-bank financial institutions, the stock market, investment funds, and financial status for policy banks, such as the Vietnam Development Bank and the Vietnam Social Policy Bank. With a wealth of knowledge and experience gained from the financial service sector, from days at the World Bank in Washington, DC, and from numerous seminars with specialists from the International Monetary Fund, the World Bank,

the Asian Development Bank, and the International Finance Corporation, I have been able to take care of the macrofinancial policy making.

While working at the Banking and Financial Institutions Department, I have studied and guided staff in building a Vietnam capital market strategy beginning in 2010 and oriented to 2020. I have promulgated financial policy on credit for development investment in the context of joining the World Trade Organization, and have suggested policies for developing government bonds, local bonds, and enterprise bonds. I have devised the mechanism of operation for a credit-guarantee fund for small and medium enterprises (SMEs), and the financial mechanism for a postal savings service. I also have assisted in making lending policy for poor households in rural, mountainous, and island areas to expand their businesses so as to eliminate hunger and reduce poverty.

It is my aspiration to contribute to financial policy making and to implement these policies to improve the business environment in Vietnam. This will help foster the domestic capital market in developing the financial service sector, promote the successful development of SMEs, and make financial policy to help the Vietnamese people by contributing to poverty reduction. I urge all recipients of the JJ/WBGSP, as well as all scholars at high-ranking universities in the world, to take the time to study and advance their knowledge to better serve their people and their countries.



## Somikat Phasy

### Lao People's Democratic Republic

Associate Professor and Dean of the Faculty of Science, National University of Laos  
Australian National University, 2000

*With the support of the Joint Japan/World Bank Scholarship Program (JJ/WBGSP), I pursued studies in the Economics of Development at the Australian National University (ANU). I finished my Master's Degree and returned to Lao PDR in May 2003, and I have learned that the program has enhanced my competency as a policy planner and decision maker. It broadened my knowledge and skills and taught me about new techniques in economic development that I can apply to the development of my country.*

My promotions and assignments have included Vice Dean for the Planning, International Cooperation, Research and Post Studies; Project Coordinator for Human Resource Development for the Swedish International Development Agency/Department of Research Coordination; the Mekong Sub-region Project Coordinator in Human Resource Development; the Hoshino Project for Human Resource Development in a Japanese high school program; a Korean Research Project in Education and Economic Development; and community-based natural resource management in conservation areas supported by the International Development Research Centre, Canada. From that successful work I have been promoted to Dean of the Faculty of Science, National University of Laos, and General Director of Lao-

Training human resources, also known as investing in human capital, makes a major contribution to sustainable socioeconomic development and is a key element of success in the fight against poverty.

Singapore Genetics Computer Center. I also have been named Associate Professor of Lao PDR by the prime minister.

All of these opportunities came about as a result of my having graduated as one of the top 10 students in my class in Economics of Development at ANU, and of the English proficiency I acquired there. One important criterion of the JJ/WBGSP

is that, on completion, the scholars are expected to return to their homelands to apply and disseminate their newly acquired knowledge and skills to enhance the socioeconomic development of their own, as well as other, countries.

It can be seen that the program's mandate is to provide mid-career professionals in developing countries with the latest techniques and knowledge available through graduate studies in very crucial areas, such as the financial, planning, and management aspects of development. Other, equally important areas include sustaining environmental and social development; building a solid infrastructure; and showing concern for the overall health, education, and well-being of the people. Furthermore, by increasing the number of scholars awarded by the program, the JJ/WBGSP has shown its commitment to development because there is a stronger role for past scholars as participants in current economic issues, fresh communication strategies, and improvement in the process of reform by creation and implementation of the quantity and quality of development and research projects through government and the private sector.

I am very confident in acknowledging the remarkable role the JJ/WBGSP has played in strengthening human resources in developing countries. Training human resources, also known as investing in human capital, makes a major contribution to sustainable socioeconomic development and is a key element of success in the fight against poverty. On behalf of the National University of Laos, as well as the government, I am very pleased to thank the JJ/WBGSP and to express my sincere appreciation for your contribution to my studies at the ANU.



## Yingpu Qu China

Deputy Editor-in-Chief, China Daily  
Harvard University, 2004

*In 2004, I was selected to enter the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) at the Kennedy School of Government, Harvard University. I completed my one-year study for a Master's in Public Administration Degree in June 2005.*

Armed with the skills and knowledge I learned at Harvard, I returned to the China Daily in Beijing to take charge of the business side of the only English-language news group in the country. Difficult but successful reforms and restructuring produced fruitful results, with the group's revenue hitting an historic high in 2006.

In October 2006, I was appointed Deputy Editor-in-Chief of the news group, responsible for editorial content. I also became President of the China Daily's overseas development, and Editor-in-Chief of the China Daily Hong Kong edition. I led a major revamping of the flagship newspaper, expanding it from 16 to 24 pages; I also led the creation of an overall overseas development structure while drafting a three-year development plan to expand our overseas presence to include 18 offices. We are preparing to launch an American edition and a European edition. I also led a team to start two newsletters targeting political leaders and business executives, respectively. The newsletters are expected to reach hundreds of thousands of people all over the world.

I must credit the JJ/WBGSP for my achievements. Without the necessary financial, administrative, and cross-cultural communication skills I acquired at Harvard, I would not have been able to lead the above-mentioned reforms and development.

I am in charge of the news group's Summer Olympics project. We have been authorized to publish two official newspapers for the 2008 Beijing Games--one in Chinese, English, and French for the general public, and the other directed toward athletes at the Olympic Village.

I must credit the JJ/WBGSP for my achievements. Without the necessary financial, administrative, and cross-cultural communication skills I acquired at Harvard, I would not have been able to lead the above-mentioned reforms and development. I sincerely hope more Chinese will benefit from the program to help the country's development and to promote exchanges with the rest of the world.



## **Stergomena Lawrence Tax Tanzania**

Permanent Secretary, Ministry of Industry,  
Trade and Marketing  
University of Tsukuba, 1995

*I was among the 10 students enrolled under the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) at the University of Tsukuba in 1995, pursuing a Policy Management course. I successfully obtained my Master's Degree in 1997 and continued with my doctorate (PhD) studies at the same university. During my studies I was able to learn a great deal through lectures, research, interaction with fellow students, and guidance from my professors. Being in Japan was a great and unique opportunity. I was able to interact with Japanese people in different settings and learned extensively about the Japanese development model and about the ABCs of socioeconomic development of other East Asian economies.*

After I finished my studies, I came back to my country, Tanzania, and continued to work with the Ministry of Finance. My government saw the need for augmenting my academic knowledge to enhance my capabilities, and felt the best way was by exposing me to practical policy analysis and management. Therefore, I was seconded to the Economic and Social Research Foundation in Tanzania, where I worked for about three years.

In October 2004, I became the first Chief Executive Officer of the Better Regulation Unit under the President's Office. In January 2006, I was promoted to the level of Deputy Permanent Secretary

Being in Japan was a great and unique opportunity. I was able to interact with Japanese people in different settings and learned extensively about the Japanese development model and about the ABCs of socioeconomic development of other East Asian economies.

in the Ministry of Planning, Economy and Empowerment. Thanks to another promotion 11 months later, I am now the Permanent Secretary in the Ministry of Industry, Trade and Marketing.

I am highly indebted to my parents, the government of the United Republic of

Tanzania, the World Bank, the Japanese Ministry of Finance, the Japanese Ministry of Education, the Mizuho International Foundation, my professors and fellow students at the University of Tsukuba, and the Japanese people for their great contributions to my career advancement.



AWARDEES 2006





## Chimi Bhutan

Executive Engineer, Roads Division,  
Department of Roads  
Yokohama National University–Infra, 2003

*I was born in eastern Bhutan and attended school in Thimphu, the capital, until I completed high school in 1993. After I received my diploma, I was one of the recipients of the Government of India Scholarship to study civil engineering. From 1994 to 1998, I attended the Sardar Vallabhai Regional College of Engineering and Technology, South Gujarat University, Surat, India. After graduation, I joined the Bhutan Department of Roads in 1999 as an Assistant Engineer. In 2003, I received an award from the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) to study in the Yokohama National University's Master's Program in Infrastructure Management.*

During my pursuit of the **Master's Degree under the JJ/WBGSP** in Yokohama, I carried out research to demonstrate an alternate approach to applying soil bioengineering to stabilize roadside slope and to demonstrate its applicability in day-to-day road maintenance in Bhutan. **The study's purpose was to seek an economic, ecological, and easy-to-apply approach to road maintenance and recovery problems.** Although soil bioengineering has been introduced in Bhutan, it has not been used optimally. Therefore, the study focused on finding a soil bioengineering approach that would increase its **successful use in rehabilitating** roadside slopes as well as aiding in everyday upkeep. Field trips

Field trips in and around Yokohama and Tokyo offered an opportunity to observe the success of the Miyawaki method of reforestation in stabilizing or rehabilitating failed slopes in Japan.

in and around Yokohama and Tokyo offered an opportunity to observe the success of the Miyawaki method of reforestation in stabilizing or rehabilitating failed slopes in Japan. I carried out a phytosociological study of vegetation to

identify the appropriate species for planting and used the Braun-Blanquet approach to analyze data on vegetation. When I returned to Bhutan with my findings, a trial plot of land was maintained and observed for a year to evaluate the applicability of the Miyawaki method of reforestation on Bhutan's roadsides. Results indicate that the method will be useful in stabilizing roadside slopes and should be made an integral part of routine thoroughfare maintenance.

Having successfully completed the Master's Degree in March 2005, I am continuing my work in Bhutan's Department of Roads. Currently, I am an Executive Engineer in the Roads Division, under the Ministry of Works and Human Settlement, Thimphu.

None of this would have been possible without the JJ/WBGSP's contribution to my professional education.



## **Bernice Serwah Duodu** **Ghana**

Statistician, Ghana Statistical Service  
University of Ghana, 2002

***B**orn in Accra, Ghana, I earned my Bachelor's Degree in Economics and Political Science in 1999 from the University of Ghana, Legon, and was part of a team that researched a project called "Welfare Effect of Urban Roads Improvements: A Case Study of the Sankara (Ako-Adjei) Interchange." I submitted a cost–benefit analysis of this project to the Department of Economics in partial fulfillment of my degree requirements.*

After serving as a national service person at the Ghana Statistical Service, in 2000 I was permanently appointed as an Assistant Statistician. My interest in policy issues led me to pursue a Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP)—sponsored Master's Degree in Economic Policy Management at the University of Ghana, Legon, and I graduated in 2005. My final research paper for that program investigated the effect of fiscal deficits on Ghana's economic growth—an idea inspired by the business community's outcry that the government's borrowing from the domestic market was crowding out the private sector in Ghana.

My research paper was selected for an award at the African Regional Conference organized by the JJ/WBGSP in Nairobi, Kenya, in May 2006. The conference was part of the activity under the Scaling-Up Program of the JJ/WBGSP, which was

The JJ/WBGSP has clearly deepened my knowledge and understanding of development issues. Even more, it has helped me apply the acquired knowledge and skills pertaining to the concepts, methodology, and techniques of compiling gross domestic product, quarterly national accounts, and other economic indicators.

launched by the World Bank in 2005 to better leverage the new knowledge generated by the scholars and to strengthen our community's network. The program aims to facilitate the exchange of knowledge and to create viable dialogue between development practitioners and scholars.

My interest in policy issues did not end there. I received an internship with the National Development Planning Commission to experience the practical aspects of economic policy management, especially on a macroeconomic level. Currently, I am a Statistician in the National Accounts Section of the Economic Statistics Division of Ghana Statistical

Service. I compile, process, and analyze data on some subsectors of the economy, compute value added, and generate other macroeconomic indicators for policy analysis and national income statistics. My responsibilities also include modeling and forecasting macroeconomic analysis, using **available data based on the economy of Ghana, as well as** continually updating Ghana's Social Accounting Matrix Table.

The JJ/WBGSP has clearly deepened my knowledge and understanding of development issues. Even more, it has helped me apply the acquired knowledge and skills pertaining to the concepts, methodology, and techniques of compiling gross domestic product, quarterly national accounts, and other economic indicators. All of this has gone a long way to enhance my capability and productivity in my organization.

I wish to express my profound appreciation to the sponsors of the Economic Policy Management Program and especially the JJ/WBGSP for assisting me financially. Without their help, furthering my education would not have been possible. I hope the JJ/WBGSP will continue such support because education is one of the major keys for human resource development—not only in Ghana but throughout Africa and the entire world.



## Edward Muchiri Gakunju Kenya

Senior Economist,  
Ministry of State for Defense  
Makerere University, 2001

*In 2003, I graduated from Makerere University with a Master's Degree in Economic Policy Management. Prior to my studies, I was working as an Economist with the Ministry of Planning and National Development. One year after completing my Master's Degree, I joined the Kenya Institute for Public Policy Research and Analysis (KIPPRA) as a Policy/Research Analyst. My receiving this position was partly attributable to my studies in Makerere.*

KIPPRA is a semiautonomous organization under the Ministry of Planning and National Development. It is charged with carrying out research and policy analysis for economic policy formulation on behalf of the government and the private sector. My responsibilities at KIPPRA were geared toward policy analysis. Other assignments there have included in-depth research and analysis on macro- and microeconomic issues and their effects on the economy (especially in the social sector), surveys and desk research for policy formulation, public expenditure reviews to inform the budget process, and dissemination of research findings through seminars and workshops.

Currently, I am a Senior Economist with the Ministry of State for Defense. My main responsibilities include policy analysis for the entire government as well as for the ministry--budget formulation, public expenditure reviews, research, and monitoring and evaluation.

I would like to convey my sincere gratitude to the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) for this valuable educational opportunity, which has enabled me to achieve and continue to excel in my career as an economist and policy analyst.

I would like to note that my studies at Makerere University were very relevant to my current assignments. I would like to convey my sincere gratitude to the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) for this valuable educational opportunity, which has enabled me to achieve and continue to excel in my career as an economist and policy analyst. Long live the JJ/WBGSP!



## Quynh Ngoc Nguyen Vietnam

PhD Candidate, Australian National University  
University of Tsukuba, 2003

*I received a Bachelor of Arts in International Trade from the Hanoi University of Foreign Trade, and a Bachelor of Science in Information Technology from the Hanoi University of Technology. After three years of working as a consultant in a commercial bank in Vietnam, I entered the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) as a graduate student at the University of Tsukuba, Japan.*

The graduate program offered by the University of Tsukuba under the JJ/WBGSP had a great impact on my academic and personal development. I had the opportunity to learn very essential knowledge, develop analytic ability, and acquire practical skills in solving economic issues and doing economic research. The program also provided generous support that made it possible for me to carry out research that contributes to the development of my country. Furthermore, I had the chance to communicate with many other students from different countries and to learn about many diverse cultures, thus broadening my views and understandings about the world and global development issues.

The JJ/WBGSP played a very important role in my academic career because it equipped me with a solid foundation and up-to-date knowledge and skills that have helped me in my current PhD studies at the Australian National University. It was a great

The JJ/WBGSP provides an excellent opportunity for those who are interested in making important contributions not only to their own countries, but to the world's sustainable development as well, and I hope it continues to do so.

experience for me to be a scholar under the JJ/WBGSP, enabling me to be of better service to my country in its economic concerns. The JJ/WBGSP provides an excellent opportunity for those who are interested in making important contributions not only to their own countries, but to the world's sustainable development as well, and I hope it continues to do so.



## Mbayani Yudica Saruni Tanzania

Economist, Ministry of Planning, Economy and Empowerment  
Makerere University, 2002

*I hold a Bachelor of Arts Degree in Economics from the University of Dar es Salaam, and, in 2004, I was a Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) student at the University of Makerere, Uganda, pursuing a Master of Arts in Economic Policy Management (MA EPM). Under the EPM program, I took courses in economics, combined with training in policy management and communication skills. After the course work, I attended a three-month internship at the East African Community headquarters in Arusha, Tanzania. This gave me an opportunity to apply what I had learned in a professional environment. My research paper for the MA program was titled “Determinants of Trade Balance in Tanzania, 1970–2002.”*

In January 2007, I joined the World Bank, Africa Region Unit, on a six-month secondment program. One of the objectives of this program is to increase the knowledge of officials from developing and transition countries about Bank procedures, products, and operations.

My current employer is the Ministry of Planning, Economy and Empowerment (formally known as the President’s Office, Planning and Privatization), where I have been working since September 2000 and to which I expect to return after the secondment. I have been working in the Department of Macro

I am happy to say that it is very gratifying to feel I am contributing to the development of my country, as I have been able to share my experience and knowledge in a number of technical assignments since receiving my degree.

Economy as an Economist. My scope of work includes monitoring, analysis, and evaluation of financial sector development and macroeconomic performance indicators. I am also engaged in the collection and analysis of data and information as inputs to the preparation of annual and semiannual reports on the state of the economy (including the economic survey, policy papers, public expenditure review, and budget guidelines), and I oversee the implementation of poverty reduction strategies and Millennium Development Goals.

I was the Chairman of the Long-Term Development Finance Technical Committee, which was formed by the government in 2004 to analyze recommendations made in the joint report of the World Bank and the International Monetary Fund Financial Sector Assessment Program. The committee recommended an implementation plan for the Second Generation Financial Sector Reforms in Tanzania,

and the program's activities are ongoing. I am also an active focal-point member on several committees, including Macroeconomic Forecasting, Financial Programming, and the Tanzania Socioeconomic Database.

I am happy to say that it is very gratifying to feel I am contributing to the development of my country, as I have been able to share my experience and knowledge in a number of technical assignments since receiving my degree. All these opportunities were made possible by the JJ/WBGSP. I am very grateful to the program and, in particular, the government of Japan for having sponsored me. I am also indebted for the award on my research paper, the report of which soon will be published under the auspices of the JJ/WBGSP. My humble requests to this program and the Japanese government are to continue sponsoring people from developing countries and to extend the scholarship to doctorate programs.



## **Odgerel Ulziikhutag** **Mongolia**

Director General of Post Department,  
Ministry of Road, Transport, and Tourism  
Yokohama National University-Infra, 2003

*In 2005, I received a Master of Philosophy Degree in Infrastructure Management from Yokohama National University (YNU); previously I earned a Bachelor's Degree in Electronics Engineering (1994) and a Master of Science Degree in Telecommunications (1999) from the Mongolian University of Science and Technology.*

As a fellow of the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) in Infrastructure Management, I defended a thesis on "Adaptability of e-Government Policy in Mongolia: Comparative Study with Japan" that includes two case studies of Japanese e-government services in Okayama Prefecture and Yokosuka City. That paper was selected from among those of other 2005 JJ/WBGSP graduates, and received an award during the Asian Regional Conference (May 2006) in Hanoi, Vietnam.

During my Master's studies in Japan, I participated in a Japan International Cooperation Agency internship/executive training course on telecommunications policy and regulation in Tokyo and Okayama Prefectures, and I attended several International Telecommunications Union-Waseda conferences and workshops on e-government at Waseda University, Tokyo. From these various activities, I learned about Japan's experiences in policy making for and regulation of information and communications technology (ICT) and e-government initiatives, and formulated

From these various activities, I learned about Japan's experiences in policy making for and regulation of information and communications technology (ICT) and e-government initiatives, and formulated my vision of how to successfully introduce its practices to my country.

my vision of how to successfully introduce its practices to my country. I was a working group member of the "e-Mongolia Program" in 2005, and I now actively participate in drafting policy documents on e-government and e-post projects. In the meantime, I am pursuing my doctoral studies on e-government and ICT policy at the Mongolian University of Science and Technology.

I serve as Director General of the Post Department in the Ministry of Road, Transport, and Tourism, and as Commissioner of the Communications Regulatory Commission, Mongolia (2006–present). My responsibilities include ICT and postal policy and regulatory issues.

Prior to my current position, I headed the Division of Information and Communications Development Center (2005–06), worked as Director of the Information and Monitoring Department of the Ministry of Infrastructure (1999–2003), and was an ICT officer in the Communications Department of the Ministry of Infrastructure Development (1995–99).

I would like to thank the government of Japan and the World Bank for offering me the invaluable opportunity to participate in the JJ/WBGSP. I also want to express my gratitude to all of the YNU professors and the program staff for making my time in Yokohama productive and enjoyable. My special thanks to Professors Tatsuhiko Ikeda and Noriaki Tateno for their knowledgeable lectures and their support in the Japan International Cooperation Agency internship, and to Professor Toshio Obi from Waseda University for enabling me to participate in International Telecommunications Union-Waseda workshops on e-government. Most of all, I am grateful to my academic adviser, Professor Osamu Koike of YNU, for his guidance and continuous support during my Master's studies.







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