

## **Tracer Study 2016 Survey Results**

### **Program Overview**

Japan's commitment to invest in human resources in developing countries is rooted in its own experiences after World War II. The country's startling postwar economic growth and its fundamental transformation from World Bank recipient to major World Bank donor were grounded in the rapid growth of its broad human resource base. This distinct development pathway has led Japan in its desire to support the poorest countries in their endeavors to enhance the expertise and skill levels of aspiring practitioners and leaders, to contribute to policy reform for economic growth and social development.

Japan has collaborated with the World Bank in support of this development objective over the years, including through two programs administered under the Japan funded and World Bank administered Policy and Human Resources Development Fund: (1) the Japan Indonesia Presidential Scholarship Program (JIPS) and (2) the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP).

Although they are distinct in country coverage, both programs share the broad objective to transfer skills and knowledge through graduate studies, with the goal of encouraging and strengthening the development of human resources in developing countries. For both programs, scholars from developing countries commit to return after completion of their studies to their home countries to work, which ensures that developing countries benefit from the scholars' newly acquired knowledge and skills.

The focus of this Tracer Study is on tracking alumni of the Joint Japan–World Bank Graduate Scholarship Program (JJWBGSP).

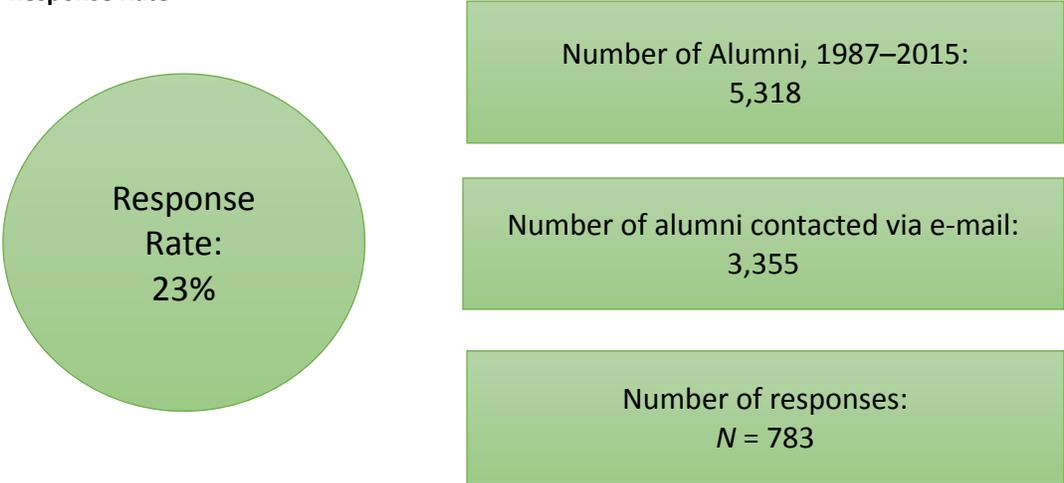
### **Study Objective and Methodology**

The main objective of the Joint Japan–World Bank Graduate Scholarship Program (JJWBGSP) is to finance graduate studies of mid-level professionals from developing countries, with the expectation that after completing a graduate program in a development-related field, scholars will use the attained knowledge and skills to contribute to their country’s development. This report, commissioned by the JJWBGSP Secretariat, is the 10th tracer study conducted since the inception of the program in 1987. It focuses on the 5,318 alumni of the Scholarship Program who completed their studies during the period from 1987 through 2015, through either the JJWBGSP’s regular program, which includes Japanese nationals, or its partnership programs. The study analyzes responses from alumni to an online questionnaire that explores how the scholarship (a) affected their professional careers; (b) influenced institutions in which they have been engaged; and (c) contributed to development at the countrywide level. This information from tracer studies helps track the program’s progress toward achieving its objective.

**Survey Response Rate**

This past year, the JJWBGSP Secretariat increased its efforts to boost alumni participation, including efforts to connect with alumni whose contact information was missing. These efforts resulted in a 10 percent increase in the number of alumni who received the Tracer Survey questionnaire. As illustrated in figure 1, of the 3,355 alumni successfully contacted, 23 percent completed the questionnaire. While the possibility of selectivity bias in outcomes reported from this filtering remains, the respondents are representative of the total population of the program alumni across gender and program type (that is, regular program versus partnership programs). Table 1 shows the demographic distribution of the survey respondents.

**Figure 1: Survey Response Rate**

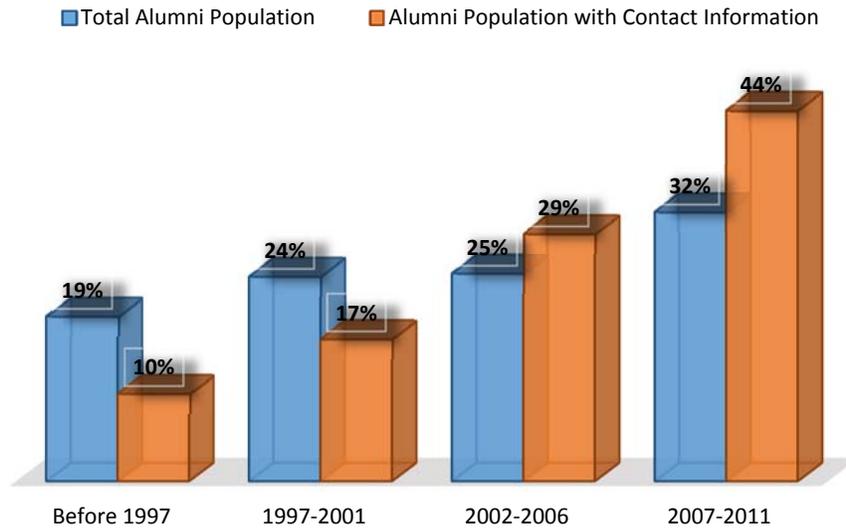


**Table 1: Demographic Comparison between Total Alumni Population, 1987–2016, and the 2016 Survey Respondents**

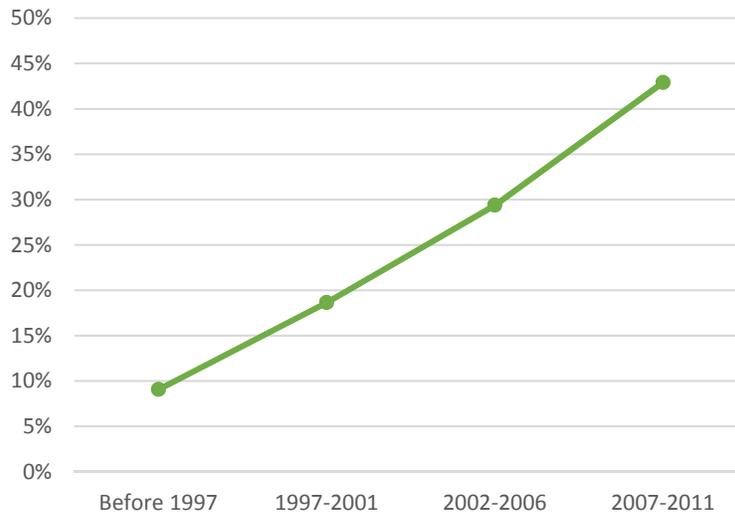
<b>Demographic characteristics</b>	<b>Share of total alumni population (%)</b>	<b>Share of 2016 survey respondents (%)</b>
<b>Gender</b>		
Female	39	38
Male	61	62
<b>Program year</b>		
Before 1997	24	9
1997–2001	19	19
2002–2006	23	29
2007 - 2011	25	43
2012-2015	9	0
<b>Program type</b>		
Partner	27	29
Regular	73	71

Of note is that survey respondents are more likely to be from recent cohorts after 2001 and before 2012. As is common among tracer studies, current contact information is less abundant among earlier cohorts because those alumni tend not to update their information as requested by the secretariat (figure 2). A “fatigue factor” appears also present: alumni who are retired, or in an advance stage in their career are less likely to answer the tracer study survey (figure 3). In terms of the lack of survey respondents from cohorts 2012 and beyond, the last survey had a similar pattern, providing evidence indicates that it takes a few years for alumni to settle back in their home countries and progress in their careers.

**Figure 2: Distribution of Alumni Population by Program Year**



**Figure 3: Distribution of Respondents by Program Year**



### Questionnaire Design

The questions posed to the alumni in this year's questionnaire are significantly different from those used in previous years, which focused on alumni's private and individual gains from the scholarship. This year's survey requests a wider range of information from alumni, including the influence alumni have had at the institutional and country level and ways that the scholarship

contributed to that effect. The survey also used a variety of qualitative and quantitative survey techniques to investigate the effectiveness of the scholarship in meeting its objectives.

Specifically, the study used several indicators to help track the progress toward achieving the JJWBGSP mission. The survey measured the impact of the scholarship on:

- ✓ The scholar
- ✓ The organization employing the scholar
- ✓ Society

For each of the three levels, there are several new indicators of results with corresponding questions to measure each indicator. Table 2 shows the indicators used to measure the effect on the three levels.

**Table 2: Indicators**

<b>Level of development</b>	<b>Indicators</b>
<b>Individual or scholar level</b>	1. Employed.
	2. Achieved career advancement.
	3. Acquired new skills.
	4. Increased his or her income.
	5. Received awards or other professional recognition.
<b>Institutional or work level</b>	1. Expanded his or her role at the place of employment.
	2. Contributed tangibly and directly to development-related improvements at work.
	3. Contributed to policy, strategic, or structural changes at work.
	4. Applied skills and knowledge acquired in their master's degree study toward enhancing development.
<b>Society or country level</b>	1. Worked in a developing country.
	2. Shared the skills and knowledge acquired.
	3. Opened a new business or nongovernmental organization that employs other.
	4. Involved in development-related volunteer work or.
	5. Participated in or led a professional association or society

## Summary of Findings

The results of the 2016 tracer study provide evidence that overall, the program is meeting its stated objectives. The analysis reveals that, through their studies, scholars improved their skills and knowledge and gained new perspectives and insight that enabled them to become active contributors to sustainable development in their countries. To a large degree, this year's tracer study provides evidence that the program is meeting its development objective:

- Most alumni who responded to the survey (95 percent) are employed or self-employed, and of those employed, the vast majority are working in a development-related field.
- Almost 82 percent of those employed are working in their home countries or in another developing country.
- Over 70 percent of the alumni hold senior-level positions at institutions central to the socioeconomic development of a developing country or region.
- Alumni reported working in higher positions after earning their degree: nearly 72 percent work in leadership and management positions as policy makers, senior executives, directors, and managers; 28 percent work as technical experts, bridging the full spectrum of development functions.
- Most of the respondents who are employed (89 percent) reported that they have contributed to policy, strategic, or structural changes at their institution.

After my return from Harvard to my country, I have been profoundly appreciative of the opportunity provided to me by the government of Japan. Without the support of the World Bank and government of Japan, I would not have been able to contribute significantly to my country. Thank you so much!

**Leichombam Erendo Singh, India,  
Harvard University, 2010**

## Analysis of Survey Data at the Individual, Institutional, and Country Levels

### *Individual Level*

Five indicators measure the influence of the scholarship on the alumni's careers at the individual level: the respondent (a) is employed; (b) achieved career advancement; (c) acquired new skills; (d) increased his or her income; and (e) received awards or other professional recognition. The overwhelming majority of the survey respondents said that JJWBGSP-funded study had contributed to their professional career. Of 713 respondents, 99.5 percent indicated that the scholarship met at least one of the five indicators of positive effect on career development.

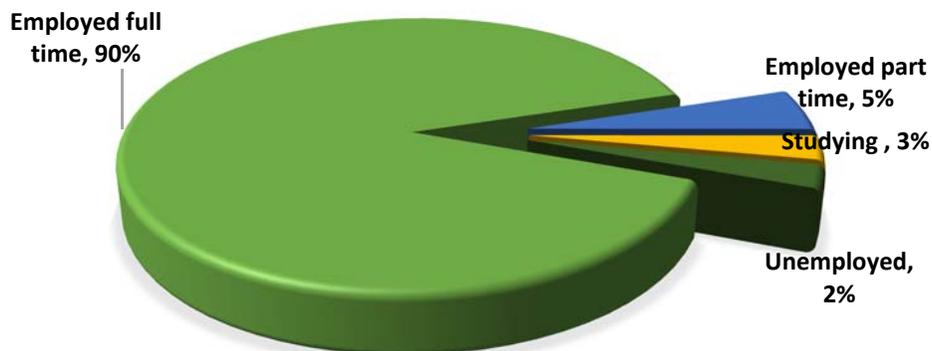
### **Individual-Level Indicator 1: Employment Status**

The large majority -- 95 percent -- of respondents are employed, and of these alumni, 90 percent are in full-time employment (figure 4). Of the remaining 5 percent, 3 percent are continuing their studies at the PhD level; and 2 percent of respondents are unemployed and not currently studying. The majority of respondents who are unemployed gave having reached retirement age as the reason for their status. This response is corroborated by the fact that the highest unemployment rate among all cohorts is the oldest cohort, receiving the scholarship before 1997, as illustrated in Table 3.

**Table 3: Employment Status by Program Year**

<b>Employment status</b>	<b>Before 1997</b>	<b>1997-2001</b>	<b>2002-2006</b>	<b>2007-2011</b>
<b>Employed/ full time</b>	89%	94%	90%	87%
<b>Employed/ part time</b>	6%	3%	6%	5%
<b>Studying</b>	0%	1%	2%	5%
<b>Unemployed</b>	6%	2%	2%	3%

**Figure 4: Employment Status**



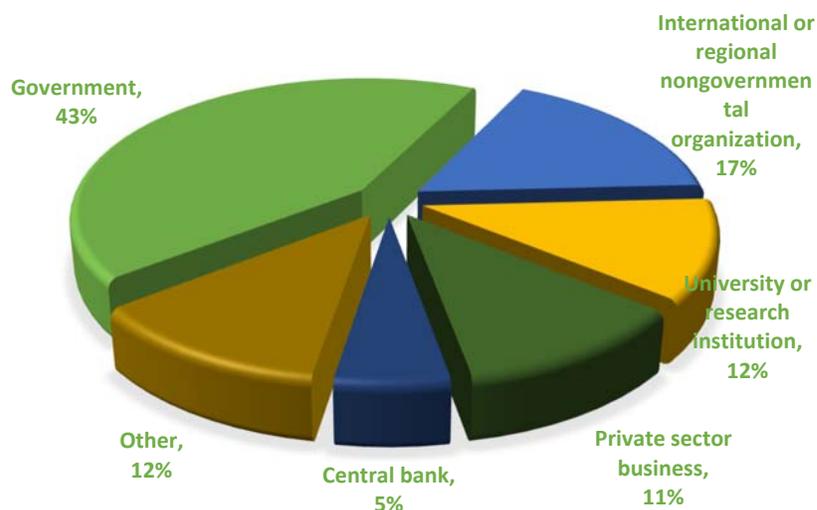
The gender breakdown of the employment data shows that men tend to be more engaged in the workforce than women are. For example, 85 percent of female versus 92 percent of male respondents reported that they are working full time (table 4). Females are more likely employed part time: 7 percent of female respondents reported working part time, whereas 4 percent of male respondents reported working part time. In addition, the share of women unemployed is twice that of male respondents: 4 percent versus 2 percent.

**Table 4: Employment Status, by Gender**

Employment status	Number of respondents		Share of respondents (%)	
	Female	Male	Female	Male
Employed full time	253	444	85	92
Employed part time	21	17	7	4
Studying	10	12	3	2
Unemployed	12	9	4	2

Because the Scholarship Program does not target specific types of professional careers, alumni are employed by a wide array of institutions (figure 5). Many of the respondents are employed by government institutions (43 percent) or by the central bank (5 percent). Another 17 percent are employed by an international or regional nongovernmental organization (NGO), 12 percent hold academic positions at a university or research institution, and 11 percent are employed by a private sector business. The remaining 12 percent are almost evenly split among the following employers: domestic NGOs, utility providers, hospitals, schools, and financial institutions.

**Figure 5: Type of Organization**



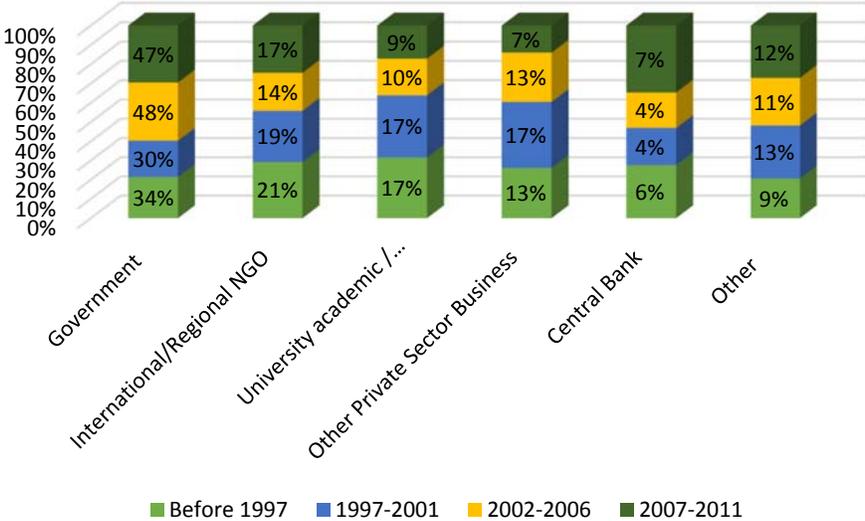
There were some differences across gender. On the one hand, among female respondents, 39 percent reported working at government institutions compared with 45 percent of male respondents (table 5). On the other hand, more female respondents (21 percent) reported working at international or regional NGOs than did male respondents (15 percent).

**Table 5: Type of Organization, by Gender**

Type of organization	Number of respondents		Share of respondents (%)	
	Female	Male	Female	Male
Government	91	186	39	45
International or regional nongovernmental organization	50	60	21	15
University or research institution	23	53	10	13
Private sector business	26	47	11	11
Central bank	11	24	5	6
Other	34	43	14	10

As shown in figure 6, alumni from recent cohorts tend to work in government more than alumni from the oldest cohorts do. Specifically, 47 percent of alumni who joined the program between 2007 and 2011 and 48 percent from the cohorts from 2002 to 2006 reported employed by government institutions compared with 30 percent from the cohorts from 1997 to 2001 and 34 percent of those who joined the program before 1997. Alumni from the oldest cohorts are more likely to work at international or regional NGOs or in the academic field.

**Figure 6: Type of Organization, by Program Year**

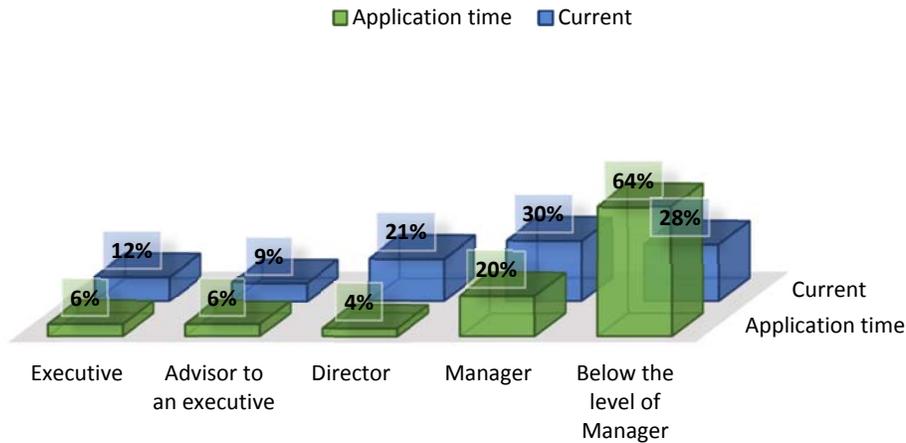


***Individual-Level Indicator 2: Career Advancement***

A comparison of the level of position that the alumni held when they applied to the program and their current level of position provides an indicator of the improvement in career path after they attained the graduate degree. The survey data reveal that the percentage of respondents holding management positions increased significantly, from 36 percent to 72 percent, after the alumni received the JJWBG-funded scholarship. In other words, 36 percent of alumni reported that they moved to a management level or higher since obtaining their graduate degree. Most strikingly, as figure 7 shows, the share of alumni holding a director-level position increased from 4 percent

before the survey respondent earned the graduate degree to 21 percent afterward, and the share of alumni holding an executive-level position doubled (from 6 percent to 12 percent).

**Figure 7: Level of Position**



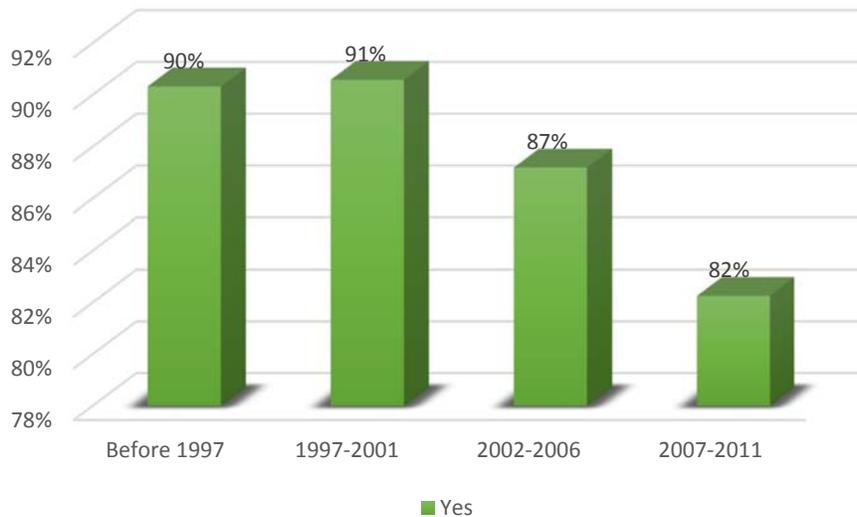
Of note, women as well with men were able to climb the career ladder after graduation. The gender breakdown of the data related to the level of position of the alumni shows that the percentage of women holding managerial positions increased by 35 percent after completion of JJWBGSP-funded study, whereas the increase was 37 percent for men.

Alumni could attain a higher position through promotion or a change in employer. Among the survey respondents, 86 percent reported that they were promoted after they completed their JJWBGSP-funded master’s degree. One respondent said, “My organization gave me more important tasks that I have to perform. I have been promoted to senior researcher and management level” (Samuel Jonson Sutanto, Indonesia, UNESCO-IHE, 2009). Not surprisingly, as noted in

I have contributed to the development of a community-based “Health Buddy” model to raise awareness in the community about a range of health promotion messages. The model has been externally evaluated, and I also received a national award in 2014.  
**Kaushik Vyas Swati, India, University of London, 2007**

figure 8, the older cohorts are even more likely to have been promoted at some point after graduation. It is encouraging to note that the gender breakdown for this variable does not show any major discrepancy between women and men.

**Figure 8: Promotion of Alumni, by Program Year**



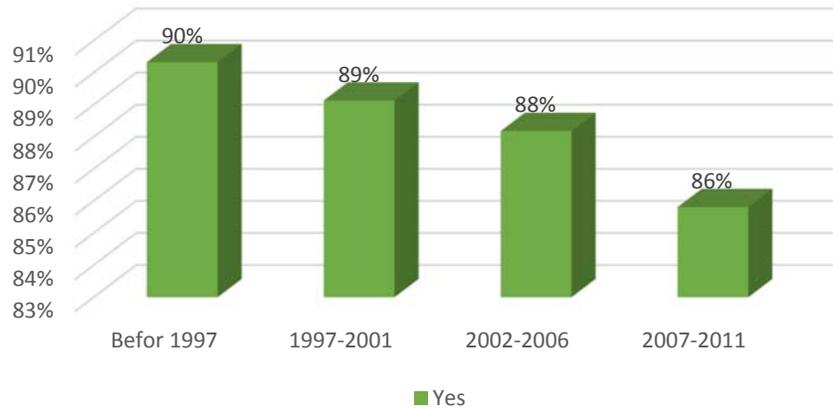
***Individual-Level Indicator 3: Acquired New Skills***

Survey data show that 93 percent of the respondents said that the JJWBGSP-funded scholarship provided them with new skills and knowledge. The large majority rated the professional benefits they gained through the program as “high” or “very high.” As will be shown, evidence indicates that employed alumni are applying these newly acquired skills to the benefit of themselves, their employers, and the developing countries in which they work.

***Individual-Level Indicator 4: Increased Income***

Income is an important indicator for measuring development at the individual level. Of the survey respondents, 88 percent reported that they received a salary increase after completing their master’s degree. Not surprisingly, the breakdown of salary increase data by program year (figure 9) indicates that the older cohorts are more likely to have received a salary increase.

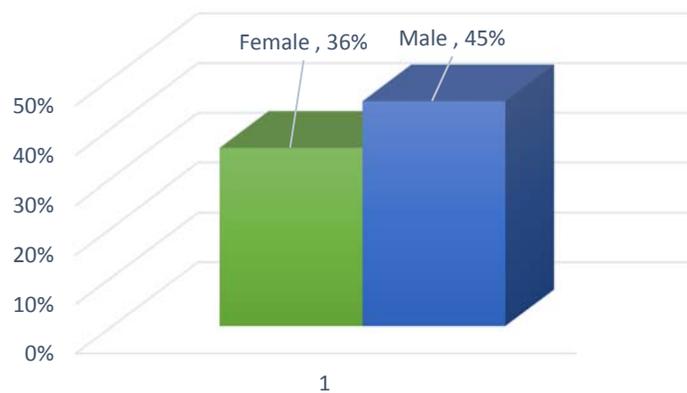
**Figure 9: Income Increase, by Program Year**



***Individual-Level Indicator 5: Achievement of Professional Recognition***

As demonstrated in figure 10, 36 percent of women and 45 percent of men reported that they had received professional awards, recognitions, or honors. Many respondents gave examples of the awards they had received. One respondent said, “[I] was awarded the Best Promising Female Business Woman 2012 by the Zambia Federation of Women in Business” (Zennie Manda Haanyika, Zambia, Royal Tropical Institute, 2004). Another respondent reported that he was awarded an “appreciation certificate from the government of Afghanistan on my contribution to public institutions in reform sector” (University of Tsukuba, 2009). Another woman reported that she was selected as one of the 50 most influential women in Africa.

**Figure 10: Professional Awards, by Gender**



### ***Institutional Level***

Four indicators measure the impact of the JJWBGSP-funded scholarship on the institution employing the alumni, with the respondent: (a) expanding his or her role at the place of employment; (b) contributing tangibly and directly to development-related improvements at the institution; (c) contributing to policy, strategic, or structural changes at the institution; and/or (d) applying skills and knowledge acquired during graduate study toward enhancing development. Of the respondents who are employed, 99 percent indicated that they have contributed to the advancement of their institution or organization.

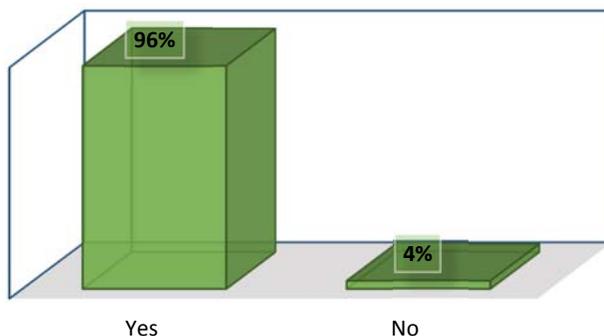
I have contributed to my company, becoming market leader in the area of non-fuel card services, delivered to [business-to-business] customers in Europe.

**Eva Lyudmilova Tzoneva,  
Poland, Tulane University,  
1992**

### ***Institutional-Level Indicator 1: Expanded Professional Role***

The JJWBGSP-funded degree has increased the knowledge and professional skills of the scholars, thereby giving them the opportunity to expand their role and take on greater responsibilities at the institutions and organizations where they work. Hence, alumni have contributed significantly to the development of these institutions. Of note, the study reveals that the overwhelming majority of the scholarship alumni (96 percent) said that their role and responsibilities expanded after they completed their JJWBGSP studies (figure 11). Indeed, 81 percent attributed the expansion of their role and responsibilities either entirely or largely to their JJWBGSP scholarship.

**Figure 11: Expansion of Role and Responsibilities**



### ***Institutional-Level Indicator 2: Improvements to the Institution***

In an open-ended question, the respondents were asked to describe the development-related accomplishments or results they have achieved at their institution or organization that they are most proud of. More than 90 percent of the respondents shared positive feedback about their accomplishments and their contribution to the development of their institutions. They provided stories about their successes in helping their institutions to develop, describing how their JJWBGSP-funded studies equipped them to contribute. For example, Annie Namagonya, an alumna from Malawi who received her master's degree from the University of Reading in 2008, reported that she coordinated the development of Malawi's first national social welfare policy. The Cabinet approved the policy in October 2015. Table 5 contains direct comments from respondents that illustrate examples of the development related achievements that alumni have achieved.

**Table 6: Reflections of Survey Respondents on Their Achievements**

<b>Female respondents</b>	<b>Male respondents</b>
<p>“With my team, we planned and managed the Ministry of Health structural reform, going from a one national department that ‘did it all or whatever it could manage’ to a well-structured institution that is now focusing on working with processes and services and which also tracks its accomplishments through specific metrics aligned with Ecuador’s National Development Plan.” (Gabriela Lizeth Jaramillo Roman, Ecuador, Harvard University, 2010)</p>	<p>“When I was minister of finance, I worked on the design and passing of the Hydrocarbon Law, which later brought about a large increase in the country’s fiscal revenues.” (Luis Carlos Jemio, Bolivia, Institute of Social Studies, 1988)</p>
<p>“I am proud of being the leader of a successful NGO that is well established and recognized in Croatia and in the region, as well as being initiator of several programs that are still running. I have initiated programs to strengthen women’s leadership skills in Croatia, and so far five generations of women leaders have participated in this training.” (Gordana Obradović Dragišić, Croatia, Institute of Social Studies, 2003)</p>	<p>“The Ministry of Interior had one of the worse public finance and procurement management systems and capacity in the government. I have spearheaded the reform in the Ministry of Interior in Afghanistan. Using the knowledge and skills gained through my JJWBGSP-funded studies, I led the effort to map the situation and give a clear situation report and proposal for the reform. The proposal was approved by the president. The reform is currently under way.” (Naveedullah Bakhshi, Afghanistan, Williams College, 2011)</p>

“I adapted steel frame construction technology to Mongolia while I worked as a director in the construction department. We have successfully introduced technology and built residential and industrial buildings with steel frame. [That effort] brings lots of changes for the construction sector of Mongolia.” (Dulamsuren Luvsanjamba, Mongolia, Yokohama National University, 2009)

“After the completion of the program, I created a Computer Training Centre that employed five people and helped members of the community to become information technology literate.” (Anastase Rekeraho, Rwanda, University of Montreal, 1992)

***Institutional-Level Indicator 3: Contribution to Policy, Strategic, or Structural Change at Institution***

Of the respondents who are employed, 89 percent report that they have contributed to structural, policy, or strategic changes at their institution. One respondent noted, “I have personally contributed to the designing and the implementation of structural reforms that have greatly improved public finances management. Those reforms include [the value added tax] repayment reform, the setting up of the medium-sized companies, [and] the setting up of the automatic mechanism for oil products pricing.” (Fiacre Adopo, Cote d'Ivoire. Columbia University, 2011). Another respondent said, “I have participated in important public sector reform, especially pension system reform, tax reform, and reform of public drinking water company. These reforms have improved the sustainability of public finance, which is expected [to improve] the welfare of all Nicaraguan society” (Salomé Antonio Brenes, Nicaragua, Columbia University, 2002).

***Institutional-Level Indicator 4: Applied the skills and knowledge acquired in their Master's degree toward enhancing development***

Overwhelmingly, JJ/WBGSP alumni report that their current careers involve substantial work pertaining to socioeconomic development. Ninety percent answered high or very high when asked about the relevance of JJ/WBGSP funded development studies to their current work.

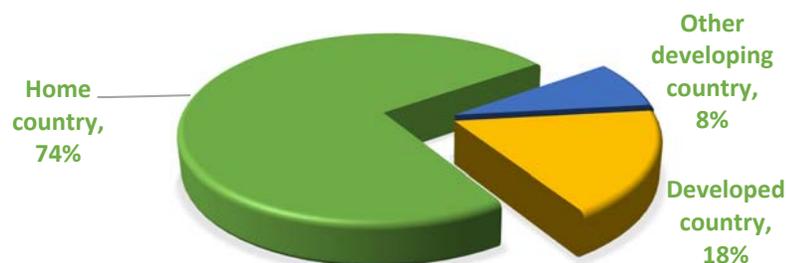
### ***Country Level***

Five indicators measure the impact of the JJWBGSP-funded studies at the society or country level: the respondent (a) worked in his or her home country or another developing country to contribute to its development, (b) shared the skills and knowledge acquired, (c) opened a new business or NGO that employs others, (d) is involved in development-related volunteer work, and (e) has participated or led a professional association or society. Several questions were designed to measure these indicators. The analysis provides evidence that a JJWBGSP-funded degree is very effective in achieving its core objective: 98 percent of survey respondents reported that they have had an influence at the society or country level.

#### ***Country-Level Indicator 1: Work in a Developing Country***

The broad objective of the JJWBGSP is to provide enhanced training to professionals who hold the potential to contribute positively toward improving the conditions in their home countries or other developing countries. Findings from the tracer study reveal that 82 percent of the program’s alumni have met the stated program objectives by either returning to their home country or moving to another developing country (figure 12).

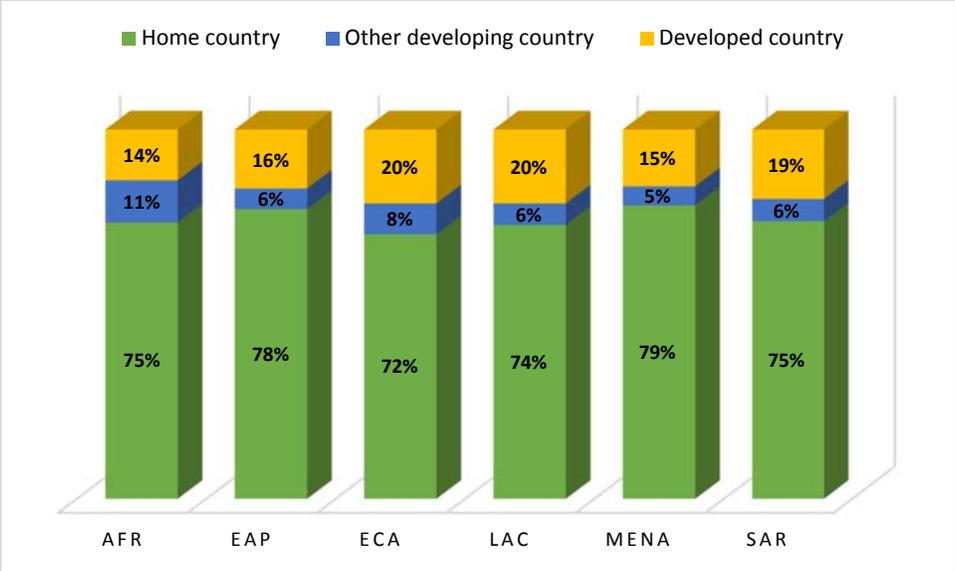
**Figure 12: Country of Residence**



The majority of alumni—82 percent—are living in a developing country. Across regions, alumni from Africa, East Asia and the Middle East are more likely to be living in a developed country (see figure 13). Among women alumni, 20 percent are working and living in developed countries. For men, the share is 16 percent.

Among the 18 percent of alumni living in a developed country, the majority of them (60 percent) live in the country where they received their JJWBGSP funded graduate degree; 24 percent work for an international development organization; and 12 percent are pursuing a PHD.

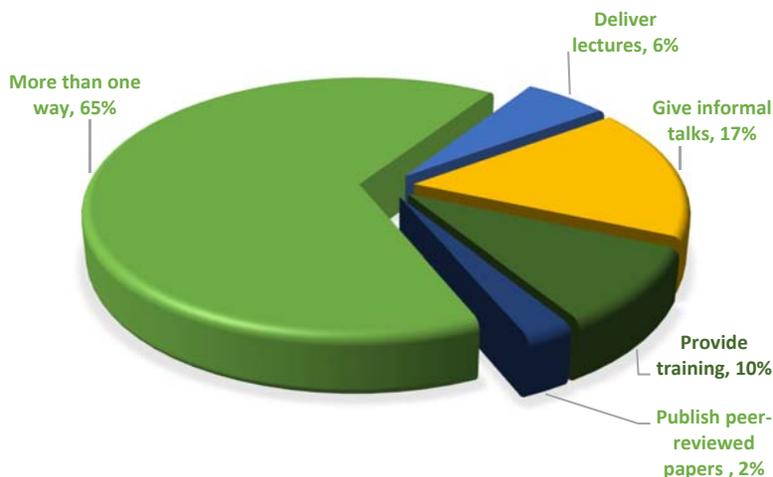
**Figure 13: Home Region and Current Country of Residence**



***Country-Level Indicator 2: Sharing of Skills and Knowledge Acquired***

As part of their contribution to society, alumni have shared the knowledge and experience they gained through their JJWBGSP-funded studies. The majority of respondents (65 percent) reported sharing their newly gained experiences and knowledge through more than one of the following means: lecturing, training, publishing, and giving informal talks in a group setting (figure 14).

**Figure 14: Ways of Sharing the Gained Experiences**



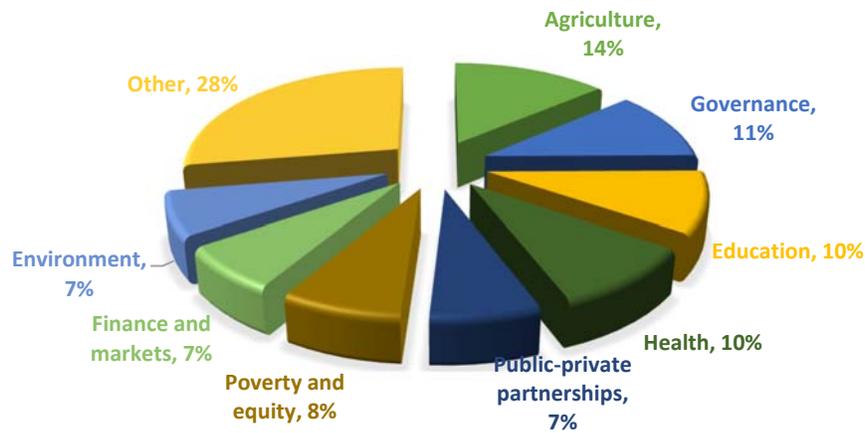
***Country-Level Indicator 3: Opening of a New Business or NGO***

The study reveals that 22 percent of the JJWBG scholarship alumni started a new business or nongovernmental organization after completing their degree. In an open-ended response, the alumni described their experiences in starting a new business and explained how the JJWBGSP-funded studies developed their capacity and provided them with the knowledge and experience needed for their new business or NGO. One respondent noted, “The Company that I have established is the result of many years of effort that was leveraged in part by JJWBGSP and has global impact potential” (Eduardo Alvarez, Mexico, Imperial College London, 2002). Another respondent reported, “I’m pleased to share that I, along with a few likeminded individuals, am promoting a new college in Northeast India. For the last few years, we have been working quietly to contribute in the education and employment ecosystem. The most rewarding aspect of our effort has been the privilege to work for and with the youth. We have so far provided about 700 youths with long-term rewarding careers” (Leichombam Erendo Singh, India, Harvard University, 2010).

Starting a new business or NGO creates jobs and offers the opportunity to augment the capacity development of societies. Among those respondents who started a new business or NGO, 78 percent reported that they employ between 1 and 25 people, and 18 percent employ between 26 and 100 workers. Such individuals reported working across a wide array of development areas, as shown in figure 15.

I have my own company (agriculture sector) exporting to more than 25 countries, including Japan.  
**Oscar Armando Valenzuela,**  
**Sahagún, Mexico, University of**  
**London, 2009**

**Figure 15: Nature of Work of New Businesses and Nongovernmental Organizations Started by Alumni**



Men are more likely than women to open a business or NGO. Among the male respondents, 26 percent started a new business or NGO compared with 17 percent of female respondents. This discrepancy could be due to the social constraints and challenges regarding access to finance that many women face in developing countries.

***Country-Level Indicator 4: Involvement in Development-Related Volunteer Work***

Another important benefit of the JJWBGSP is that it raises scholars’ awareness of international development topics and encourages them to get involved in development-related activities. As a

result, 54 percent of the respondents said that they have engaged in new development-related volunteer activities since attaining their JJWBGSP-funded degree.

***Country Level Indicator 5: Participated or led a professional association or society***

The JJWBGSP-funded degree has expanded the alumni's professional experience and raised their awareness of the importance of professional association or society. As a result, the study shows that 40 percent of them have joined or led a professional association or society since completing their JJWBGSP-funded studies.

**Conclusion**

Since its start in 1987, the Joint Japan–World Bank Graduate Scholarship Program has financed graduate degrees in development- and policy-related fields for more than 5,000 promising, mid-career professionals from the developing world. This 10th Tracer Study of the JJWBGSP demonstrates a strong positive record of alumni achievements at the individual, institutional, and country levels. Through their studies, scholars have improved their skills and knowledge and have gained new perspectives and insights that have enabled them to enhance their contributions to sustainable development in their countries.