

**FINAL REPORT**  
**ON**  
**PREPARATORY SURVEY**  
**REGARDING**  
**JAPANESE GRANT AID FOR HUMAN RESOURCE**  
**DEVELOPMENT SCHOLARSHIP (JDS)**  
**IN**  
**THE PEOPLE'S REPUBLIC OF BANGLADESH**

**February 2010**

**JAPAN INTERNATIONAL COOPERATION AGENCY**  

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**JAPAN INTERNATIONAL COOPERATION CENTER**

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# Abstract

## 1 . Outline of the Preparatory Survey

### Background of the Preparatory Survey

The Japanese Grant Aid for Human Resource Development Scholarship program (hereinafter referred to as “JDS”) launched in fiscal 1999 aims “to support human resource development in the recipient countries, targeting highly capable, young government officials who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries”. As the number of target countries increases, JDS has been implemented in 11 countries as of fiscal 2009. For further effectiveness and efficiency, the JDS under the new system (hereinafter referred to as “New system”) has started to be gradually introduced since fiscal 2009. For the introduction of New system for fiscal 2010, the survey was conducted in Sri Lanka as well as in existing three JDS target countries namely Cambodia, Vietnam and Bangladesh in fiscal 2009.

### Objective of the Preparatory Survey

The main objectives of the Preparatory Survey are as follows;

- To conduct necessary selection for JDS applicants from the target groups, and finally select the successful JDS candidates. Throughout the process, to formulate and finalize Basic Plan for Sub-Program with participation from accepting universities and with the information obtained through exchange of views between Preparatory Survey Team and officials of concerned organizations in Bangladesh and between interviewers from accepting universities and officials of concerned organizations in Bangladesh.
- Based on the survey result drawn from the process above, to identify appropriate number of JDS participants, examine the contents and necessary expense of Special Programs to be provided to JDS participants by accepting universities throughout the JDS implementation period, and formulate the project plan including budget scale of JDS for 4 batches starting from the following Japanese fiscal year.

### Method of the Preparatory Survey

As the part of the Preparatory Survey, the field survey was conducted from July, 2009 to November, 2009.

- July, 2009: Confirmation of the survey framework
  - (1) To identify Sub-Programs, which correspond to both the county assistance program for Bangladesh by the Government of Japan and development needs of Bangladesh
  - (2) To confirm placement plan of Japanese accepting universities, which can provide JDS

participants with educational programs for the respective Sub-Programs

- (3) To identify the target groups of the project corresponding to Sub-Programs
  - (4) To select Managing Organizations, which provide necessary support for their related Sub-Programs during the implementation of JDS
  - (5) To confirm the implementation system
- August to October, 2009: Recruitment of applicants and selection for the 1<sup>st</sup> batch under New System
  - October, 2009: Formulation of Basic Plan for Sub-Program, which is a Sub-Program wise project plan of JDS
  - November, 2009: Finalizing the scale of JDS

### Result of the Preparatory Survey

#### **A list of Sub-programs/ Components in Bangladesh**

Sub-Program	Component	Research Area	Target Group	Managing Organization (M/O)	Name of University	No. of participants
1. Advancement of Governance	1-1 Public Administration	<ul style="list-style-type: none"> <li>• Advancing effective administrative systems</li> <li>• Decentralization and improvement of regional development</li> <li>• Social development and climate change</li> <li>• Strengthening of analysis, evaluation and planning in public policy</li> </ul>	• All Bangladesh Civil Service Cadre	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• Ministry of Establishment</li> <li>• Ministry of Planning</li> </ul>	Graduate School of Economics, Yamaguchi University	2
					Graduate School of Governance, Meiji University	2
					Graduate School of Law, Kyushu University	2
	1-2 Economics	<ul style="list-style-type: none"> <li>• Ensuring balanced and stable fiscal management</li> <li>• Promotion of attractive market and active industries</li> <li>• Economic growth and climate change</li> <li>• Advancement of administrative capacity to improve trade and investment</li> </ul>	• All Bangladesh Civil Service Cadre • Class-1 officers of Bangladesh Bank	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• Ministry of Establishment</li> <li>• Ministry of Planning</li> <li>• Bangladesh Bank</li> </ul>	Graduate School of Economics, Ritsumeikan University	3
					Graduate School of International Development and Cooperation, Hiroshima University	2
	1-3 Environmental Policy	<ul style="list-style-type: none"> <li>• Building institutional capacity for environmental management</li> <li>• Development adopting Clean Development Mechanism</li> <li>• Environmental policy and climate change</li> <li>• Socio-environmental considerations for development projects</li> </ul>	• All Bangladesh Civil Service Cadre • Class-1 officers of Bangladesh Bank	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• Ministry of Establishment</li> <li>• Ministry of Planning</li> <li>• Ministry of Environment and Forest</li> </ul>	Graduate School of Life and Environmental Sciences, University of Tsukuba	2
2. International Relations	<ul style="list-style-type: none"> <li>• Strengthening of multilateral diplomatic relations focusing on development, trade, investment and finance</li> <li>• Building-up closer relationship with Asian countries</li> </ul>	• All Bangladesh Civil Service Cadre	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• Ministry of Establishment</li> <li>• Ministry of Planning</li> <li>• Ministry of Foreign Affairs</li> </ul>	Graduate School of International Relations, International University of Japan	2	

## Relevance of JDS

As a result of the survey, the Sub-program/components set based on the Bangladesh's needs to develop human resource through the JDS are consistent with the development issues of Bangladesh and the Country Assistance Program for Bangladesh.

Since the project for human resource development would be found effective in the long-term perspective, the project objective, particularly the project goals shall ultimately attribute to "their active contribution to a solution to the development issues in their country" by JDS participants being provided the opportunities or occupations for such utilization by the organizations they belong to and effectively utilizing the acquired knowledge after returning home.

The followings show the indicators to measure achievement of the project objective. These indicators common in all components have been set considering the perspective above:

- Percentage of JDS participants who have acquired master's degree
- Percentage of ex-JDS participants who are assigned to a department that concerns the process of policymaking and institution building in their specialized field

The indicator "Percentage of JDS participants who have acquired master's degree" has been highly achieved through encouragement of application targeting the personnel matching the purpose of the program at the time of recruitment or the organizations associated with the target areas, basic academic knowledge or learning abilities, selection based on basic education, and various supports and regular monitoring (management of their academic, life and health issues and advising through an interview) for the JDS participants in Japan. The achievement rate as of October 2009 reaches 99%.

As for the indicator "Percentage of ex-JDS participants who are assigned to a department that concerns the process of policymaking and institution building in their specialized field", the return to previous belonging organizations of government officials has been complied with by the Government Order issued to the JDS participants from the organizations where they belonged to before coming to Japan, however, proper posting of ex-JDS participants is still an issue to be resolved.

## 2. Recommendations

The following shows the recommendations obtained through the Survey:

### (1) Involvement of Managing Organizations in JDS from the 2<sup>nd</sup> batch and onwards

The JDS for Bangladesh has adopted open recruitment system, and the application documents should be prepared and submitted by the applicants to the agency entrusted with the implementation of the program (preparatory survey consultant for this year), not by the Managing Organizations like in other JDS implementing countries. Therefore, the roles of Managing Organizations in the Preparatory Survey were mainly participation in the exchange of views with accepting universities and the encouragement of application inside their organizations. From the 2<sup>nd</sup> batch onwards, it is important

for the Managing Organizations to assume the role of the encouragement of application inside their organizations since Managing Organizations are strongly related to each component, and that they have large number of B.C.S. Cadres who can be involved deeply in the solution of issues in the component.

(2) Newspaper advertisement by Bangladesh government side

Newspaper advertisement for public announcement, one of the effective tools for the open recruitment to promote application under the previous JDS, was placed at the expense of Bangladesh government side in the Preparatory Survey for this year. Usually, more than half of applicants are from local organizations. Also, not only in local areas but also in Bangladesh in general, IT environment is limited, and the effect of newspaper advertisement for dissemination of public announcement information is high. In fact, 14% of applicants answered that they obtained the public announcement information from the newspaper advertisement at the selection of this year. It is recommended that newspaper advertisement should be continued under the initiative by Bangladesh government side for the future JDS, in addition to the distribution of application documents, poster displays and cooperation in the holding of seminars.

(3) Proper posting of the ex-JDS Participants

As referred as an indicator in the Basic Plan for Sub-Programs, posting of the ex-JDS participants to the workplaces where they can directly utilize the outcome of the JDS is the important assumptions which the success of JDS largely depends on. In Bangladesh, it is common for most of the B.C.S. Cadres to be transferred to local organizations and ministries in a cross-sectoral manner. Therefore, the support for the career planning based on the specialized area of ex-JDS participants and measures for the posting of ex-JDS participants in the proper workplace by Bangladesh government side are essential elements affecting the success of JDS.

(4) Securing of sufficient recruitment and selection periods and implementation methods for English language examination

Although the process of recruitment and selection of the 1st batch implemented as part of Preparatory Survey for this time had only a limited period for recruitment, the number of applicants reached almost the same level as previous years of implementation of the program. This owes to the high penetration of and high expectation to the JDS within the Government of Bangladesh as a result of accumulation of implementation of the JDS so far.

English language examination (IELTS) was conducted as mandatory for all applicants and the results were planned to be used by the accepting universities as reference during the first selection (document screening) under New system. However, due to the test schedule of IELTS and time restriction in the JDS selection, the results could not be submitted to accepting universities within the

document screening period. Therefore, the results of English language examination were used as reference information during the second selection (technical interviews).

In order to avoid such a case, it is desirable from the selection of next batch onward to make a selection schedule, considering the official test schedule of English language examination.



## Table of Contents

### Abstract

### Chapter. 1 Background of the Japanese Grant Aid for Human Resource

Development Scholarship (JDS) .....	1
1-1. Present Situations and Issues of JDS .....	1
1-1-1. Present situations and issues.....	1
1-1-2. Development plan.....	3
1-1-3. Socio-economic situations.....	5
1-2. Background and Overview of the Grant Aid.....	6
1-3. Trend of the Japanese Official Development Assistance (ODA).....	6
1-4. Trend of Other Donors' Aid .....	10
<b>Chapter. 2 Contents of the JDS.....</b>	<b>13</b>
2-1. Basic Concept of the JDS.....	13
2-1-1. Implementation System of the JDS .....	13
2-2. Four-year Program Scale Design .....	23
2-2-1. Overview .....	23
2-3. Formulation of the Basic Plan for the Sub-Programs .....	24
2-3-1. Overview .....	24
2-4. Implementation Schedule.....	30
2-5. Obligations of Target (Recipient) Country.....	30
2-6. Project Follow-ups .....	31
<b>Chapter. 3 Evaluation and Recommendation of the JDS .....</b>	<b>33</b>
3-1. Effect of the JDS .....	33
3-2. Complementing the Project Evaluation Indicators and Collecting Data.....	34
3-3. Recommendations.....	36
3-4. Relevance of the JDS .....	37
3-5. Conclusion .....	41

[Appendices]

1. Member List of the Survey Team
2. Flowchart of the Preparatory Survey of JDS
3. List of Concerned Organizations and Persons in Bangladesh
4. Minutes of Discussions
5. The numbers of JDS participants to be accepted for the next four years under the JDS Program for Bangladesh (draft)
6. Basic Plan for the Sub-Programs
7. Selection/Recruitment of the First Batch (Coming to Japan in FY2010) Candidates
8. Issues, Themes Expecting to the JDS, Number of B.C.S. Cadre by the Managing Organizations
9. Questionnaire for Evaluation (to be implemented right after arrival to Japan)

# Chapter. 1 Background of the Japanese Grant Aid for Human Resource Development Scholarship (JDS)

## 1-1. Present Situations and Issues of JDS

### 1-1-1. Present situations and issues

The Japanese Grant Aid for Human Resource Development Scholarship program<sup>1</sup> (hereinafter referred to as “JDS”) launched in Uzbekistan and Laos in fiscal 1999. JDS aims “to support human resource development targeting highly capable, young government officials who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries” at the developing countries with increasing demands for human resource development in those fields as legislations, economics and business administration, which are essential for transition to the market economies. As the number of target countries increases, JDS has been implemented in 11 countries<sup>2</sup> as of fiscal 2009. The total number of JDS participants coming to Japan exceeds 2,000 by fiscal 2009.

Although the government officials of the target countries highly evaluate that the participants contribute to the development of their own country taking advantage of the achievements acquired through study in Japan in various ways, the overall JDS for the last decade has been needed to be reviewed on the following items for further effectiveness and efficiency:

- Concentration on the fields of study based on the Country Assistance Program
- Selection of target candidates and target organizations to be developed
- Continuous acceptance of JDS participants by the same universities to improve quality

In response to such background, the JDS under New system (hereinafter referred to as “New system”<sup>3</sup>) has started to be gradually introduced since fiscal 2008 when the Preparatory Survey for the introduction of New system was conducted in Tajikistan, a new target country, in addition to Uzbekistan, Laos and Mongolia. The Survey was conducted to comprehend what the recipient government needed through the field survey, and to form a program based on the Country Assistance

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<sup>1</sup> Japanese Grant Aid for Human Resource Development Scholarships (JDS) Program: A human resource development (overseas education) scheme provided to currently 11 countries through Japanese grant aid.

<sup>2</sup> 11 countries: Uzbekistan, Laos, Vietnam, Cambodia, Bangladesh, Mongolia, Myanmar, China, the Philippines, Kyrgyz and Tajikistan.

<sup>3</sup> New system: Under the new system, sub-programs are established in each target country based on Japanese ODA policy (target priority areas, etc.) and the target country’s issues and human resource development needs, target organizations (central government agencies, etc.) and Japanese accepting universities are selected, and participants are dispatched to the universities, which are suitable for the efforts for the sub-programs/components. Four years are regarded as one package. JDS participants will be dispatched under the same sub-programs/components, target organization and accepting university for the next four years. This results in improvement in the core human resources’ abilities to make policies and manage projects, which leads to improvement of the target organization’s ability to policy-making. In addition, accepting universities can provide education of programs suitable for target countries through the acceptance of JDS participants from the same country and target organization for the next four years.

Program and the JICA program in the country. In fiscal 2009, the survey was conducted in Sri Lanka as well as in existing three JDS target countries namely Cambodia, Vietnam and Bangladesh.

As of October 2009, 168 JDS participants have been accepted (127 of whom have already returned home and 1 of whom was unsuccessful to complete) since fiscal 2001, when JDS was established in Bangladesh.

**Table 1 : Number of JDS participants from Bangladesh**

(As of October 2009)

	Fiscal Year	Fields of Study		Ratio of public to private sector		Status of returning to organization
		No. of participants	Details	Public	Private	
1st Batch	2001	29	Law, Economics, Public Administration, International Relations, Information and Communication Technology	43%	57%	14/28
2nd Batch	2002	19	Law, Economics, Public Administration, International Relations, Information and Communication Technology	37%	63%	10/19
3rd Batch	2003	20	Law, Economics, Public Administration, International Relations, Information and Communication Technology	50%	50%	10/20
4th Batch	2004	20	Law, Economics, Public Administration, International Relations, Information and Communication Technology, Medical Administration, Education, Environmental Policy	55%	45%	17/20
5th Batch	2005	20	Economics, Public Administration, Information and Communication Technology, Medical Administration, Educational Administration, Environmental Policy	80%	20%	17/10
6th Batch	2006	20	Economics, Public Administration, Educational Administration, Environmental Policy	100%	-	19/20
7th Batch	2007	20	Economics, Public Administration, International Relations, Environmental Policy	100%	-	Now studying in Japan
8th Batch	2008	20	Economics, Public Administration, International Relations, Environmental Policy	100%	-	Now studying in Japan
Total		168				

Due to the increasing number of ex-JDS participants over time, their “contribution after returning home” drew more attention from the viewpoint to confirm the impact of the JDS. In fiscal 2006, direction of JDS was defined as “human resource development project focusing on the personnel with high potential of playing a leading role in the national development,” and the intensive measures have been taken aiming for the emergence of further impact by the program, especially in the following three points:

- Limitation on the target groups: In order to create a critical mass (group of human resources who can produce impact), target groups were limited to Bangladesh Civil

Service Cadre (hereinafter referred to as “B.C.S. Cadre<sup>4</sup>”) who are expected to play a leading role in national development and to Bangladesh Bank’s officers for some areas.

- Re-organizing of study areas of application: The study areas for application were classified into four areas with the focus on the public administration and economics that have high necessity and versatility to fulfill duties required as B.C.S. Cadre officers,
- Setting of the direction of study: Sub-themes (common agenda) were set as development issues to be dealt with in each field of study, and it was ensured that Operating Committee, accepting universities and applicants should understand and share the themes from recruitment through to the time after completion of the study in Japan.

These three improvements above are for organizing of the entry part of the program to secure appropriate applicants. Bangladesh government side highly evaluated the narrowing down of target groups to B.C.S. Cadres, and the JDS has been smoothly implemented with the understandings of the parties concerned.

Current issues for the project are as follows:

- (1) It is necessary to share the evaluation indicator among parties concerned to check the project outcome
- (2) Direct and individual approach to the potential candidates, whose duties could lead to the desired outcome, especially priority targets of the JDS such as B.C.S. Cadre (Administration) responsible for cross-sectoral areas of the central and local governments, B.C.S. Cadre (Economic) under Ministry of Planning that formulates national development plan and consolidates evaluations, and B.C.S. Cadre (Foreign Affairs) responsible for diplomatic relations with foreign countries, is essential
- (3) B.C.S. Cadre (Administration), one of the priority targets with outstanding number of successful participants, is often transferred from one section to another beyond the central ministry /local government organization and their specialties. Therefore, it is important for Bangladesh side to pay a special consideration for the placement of ex-JDS participants to a proper section from the viewpoint to secure the impact of the JDS

#### 1-1-2. Development plan

In June, 2003, the Government of Bangladesh released Interim Poverty Reduction Strategy Paper (“I-PRSP”), replacing the previous national development plan (“The Fifth Five Year Plan”). In 2005, the Poverty Reduction Strategy Paper (“Unlocking the Potential: National Strategy for Poverty Reduction”: hereinafter referred to as “PRSP”) was formulated. The PRSP, taking into account of

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<sup>4</sup> B.C.S. Cadre: B.C.S. Cadre is a group of government officers, who pass the recruitment selection by Public Service Commission (PSC). There are 28 different categories of B.C.S. Cadre and respective Cadres belong to respective concerned ministries. B.C.S. Cadres are considered a group which has expertise for taking important roles in the administration of the government.

attainment of the MDGs<sup>5</sup>, identified the following issues as the priority agenda in poverty reduction: (1) Employment, (2) Nutrition, (3) Maternal and Child Health, (4) Quality Education, (5) Sanitation and Safe Water, (6) Criminal Justice, (7) Local Governance, and (8) Monitoring.

In 2008, the Government of Bangladesh revised the PRSP to newly formulate PRSP-II<sup>6</sup>. Compared to the former PRSP, PRSP-II includes contents with more consideration to the poor and responses to the new issues such as climate change and food security in total of 10 strategic areas comprising of 5 strategic blocks and 5 supporting strategies, aiming to achieve MDGs.

<p style="text-align: center;"><b>Poverty Reduction Strategy Paper (PRSP-II)</b></p> <p style="text-align: center;"><b>“Moving Ahead: National Strategy for Accelerated Poverty Reduction II (FY 2009-11)”</b></p> <p><b>【5 Strategic Blocks】</b></p> <ul style="list-style-type: none"><li>(i) Enhancing pro-poor growth,</li><li>(ii) Boosting critical sectors for pro-poor growth,</li><li>(iii) Essential infrastructure for pro-poor economic growth,</li><li>(iv) Social protection for vulnerable people,</li><li>(v) Ensuring human development.</li></ul> <p><b>【5 Supporting Strategies】</b></p> <ul style="list-style-type: none"><li>(i) Ensuring Participation, Social Inclusion and Empowerment,</li><li>(ii) Promoting Good Governance,</li><li>(iii) Ensuring Efficient Service Delivery,</li><li>(iv) Caring for Environment and Tackling Climate Change,</li><li>(v) Enhancing Productivity &amp; Efficiency through Technical Upgradation</li></ul>
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(Source) Government of the People's Republic of Bangladesh

In order to provide effective assistance to Government of Bangladesh in the implementation of PRSP through the cooperation among donors, World Bank, ADB<sup>7</sup>, DFID<sup>8</sup> and Japan have been promoting cooperation and collaboration for the implementation of the projects based on PRS (Poverty Reduction Strategy) by creating strategic matrix shared by these four donors by organizing target outcomes and monitoring index. Furthermore, Japan has been playing a key role in the aid coordination in Bangladesh by participating in the workshop for establishing JCS<sup>9</sup> including donors other than the above 4 donors to provide support in the implementation of PRSP-II, and, Japan, as one of the biggest aid donor to Bangladesh, has been providing active support mainly for the development of infrastructure, social development and human resource development (Table 2).

<sup>5</sup> MDGs : Millennium Development Goals

<sup>6</sup> As PRSP-II was formulated under the caretaker cabinet, it is currently being reviewed.

<sup>7</sup> ADB: Asian Development Bank

<sup>8</sup> DFID: United Kingdom Department for International Development

<sup>9</sup> JCS: Joint Cooperation Strategy

**Table 2: Amount of foreign economic cooperation for Bangladesh**

Amount: USD millions

Flow Type(s): Disbursement

Donor(s)		2004	2005	2006	2007
Japan	Gross	356.56	111.43	286.38	192.11
United Kingdom	Gross	260.09	204.87	180.81	245.57
Netherlands	Gross	65.23	60.68	67.45	99.45
Canada	Gross	48.92	50.75	56.74	60.24
United States	Gross	94.82	83.31	77.7	81.24
Denmark	Gross	46.12	51.34	45.11	42.28
ADB	Gross	117.82	201.9	330.85	360.11
IDA <sup>10</sup>	Gross	615.42	552.95	403.48	613.97
DAC <sup>11</sup> Countries Total	Gross	1003.69	709.13	840.58	907.68

Source: OECD/DAC

Note) Net expenses

In December 2008, general election was held for the first time after seven years and Awami administration led by Prime Minister Hasina was launched. Awami administration included the following five top priority areas in the election manifesto: (1) in the face of global financial crisis, maintenance of economic stability and control over commodity price hike; (2) effective action against corruption; (3) power and energy; (4) elimination of poverty and inequity; and (5) establishment of good governance. The first budget (for FY 2009 - 2010) announced in June 2009 after the launch of new administration included the following priority areas in the budget (Non- Development and Development Budget) based on the manifesto: Social infrastructure (32.7%), Physical infrastructure (27.7%), and General service (22.6%).

### 1-1-3. Socio-economic situations

As “Japan’s Country Assistance Program for Bangladesh” formulated in 2006 positioned Bangladesh as “LDC<sup>12</sup> with consistent economic growth over the years”, Bangladesh maintains economic growth of more than 6% and has achieved a stable economic growth with relatively high growth rate as a LDC. The elements supporting this economic growth are strong exports in garment industry and dependence on remittances sent by expatriates living in other countries. In order to continue the economic growth, there are some issues to be solved such as diversification of industries, development of industrial infrastructure to support the diversification, increase in foreign direct

<sup>10</sup> IDA: International Development Association. An agency of World Bank group.

<sup>11</sup> DAC: Development Assistance Committee

<sup>12</sup> LDC: Least Developed Country

investment and improvements in underlying system, in addition to the enhancement in competitive power in garment industry.

This economic growth resulted in the upward trend in the improvements in poverty rate and social development index, however, approximately half the population chronically lives in poverty. Therefore, poverty reduction has become a top priority issue for Bangladesh.

In the past, as two major political parties repeated changes of power, some issues regarding governance including discontinued policies, rampant corruption, deterioration of law and order, have been pointed out. In order to achieve sustainable economic growth and poverty reduction, political stabilization is also an important issue.

## 1-2. Background and Overview of the Grant Aid

As described in “Socio-economic situations” above, in Bangladesh, certain progress was made in the improvements of social index, however, various issues including inefficient system in public administration and institutions, corruption, and the law and order impede the efficient and effective implementation of public projects and foreign direct investment. Therefore, improving governance is indispensable for the realization of development as economic growth and improvements in social index. To respond to this situation, it is necessary to develop human resources equipped with policymaking methods and management skills for the implementation of the policies.

To promote the improvements under the circumstances, Government of Bangladesh have asked Japanese counterparts to provide grant aid for human resource development, and Japan have been implementing cooperation since FY2001 to present.

## 1-3. Trend of the Japanese Official Development Assistance (ODA)

Japan, as the biggest bilateral aid donor to Bangladesh, has been providing wide range of cooperation including development of basic infrastructure and social development since the independence of Bangladesh. As of the end of fiscal 2007, the accumulation of ODA from Japan to Bangladesh is 514.42 hundred million Japanese Yen for Technical Cooperation, 4602.18 hundred million Japanese Yen for Grant Aid, and 6407.63 hundred million Japanese Yen for Yen Loan (Table 3). Based on the PRSP of Bangladesh, the Japan’s Country Assistance Program for Bangladesh revised in 2006 set out the following basic policies: 1) Support for ownership and self-help efforts of Bangladesh; 2) Promotion of development partnership; and 3) Attention to gender and the environment and named economic growth, social development with human security and governance as priority goals. In addition, the following priority sectors have been set to achieve these goals effectively and efficiently:



Priority Goal	Priority Sector
Economic growth	Private sector development, Transport, Power, Agriculture and rural development
Social development with human security	Education, Health, Environment, Disaster management
Governance	Governance

As assistance for Governance, in addition to strengthening of sector governance in each priority sector of assistance, Japan has formed “Program for Enhancing Capacity of Public Administration” and has been implementing technical assistance through “Project for Enhancing Capacity of Public Service Training in Bangladesh” (up to January, 2010) and training scheme aiming to improve the management of public sector and that of service delivery.

Table 3: ODA from Japan to Bangladesh

Unit: hundred million yen

Scheme of Aid	F.Y. 2003	F.Y. 2004	F.Y. 2005	F.Y. 2006	F.Y. 2007	Total
Yen Loan	(1,580.90)	113.45	-	249.06	429.56	6,407.63
Grant Aid	13.78	21.13	28.28	23.16	25.57	4,602.18
Technical Cooperation	26.34	22.52	16.28	16.12	16.41	514.42

(Note 1) Based on Exchange of Notes for Loan and Grant Aid. Based on fiscal budget for Technical Cooperation.

(Note 2) Technical Cooperation by JICA

(Note 3) Excluding debt rescheduling and debt cancellation. Amount within ( ) indicates the debt cancellation.

(Source: Data from Country-wise Databook (Year 2008) by Ministry of Foreign Affairs of Japan)

The following describes the main achievements in relation to the international student program similar to that provided by Japan for Bangladesh:

(1) Asian Youth Fellowship (AYF)

Under this scholarship program founded in 1995, the scholarship grantees take a preparatory course of the Japanese language provided by the Japan Foundation for 7 months, and thereafter they are matriculated into graduate school of Japanese universities as Japanese Government (Ministry of Education, Culture, Sports, Science and Technology) scholarship students. This program has been implemented in Bangladesh since 1997.

Objectives: To nurture human networking to promote and enhance friendship between Japan and Asian countries through the contribution made by Japan to the human resource development in Asia.

Fields of study: Humanities, social science, engineering or natural science

Language used during study: English

Length of study: For seven months for Japanese language course and for scholarship period as Japanese Government (Ministry of Education, Culture, Sports, Science and Technology) scholarship students (in master's course or doctor's course)

Main qualifications and requirements:

(Age) 35 or younger,

(Academic background) Bachelor's degree or higher

How to select candidates: Open recruitment

The number of fellows through AYF from Bangladesh: Cumulative total of 27 since FY 1997 (See Table 4 for details)

**Table 4: Number of fellows from Bangladesh through AYF**

FY	97	98	99	00	01	02	03	04	05	06	07	08	09	Total
No. of fellows	2	2	2	3	2	2	2	2	2	2	2	2	2	27

(Source: Data collected from the Embassy of Japan in Bangladesh)

## (2) Young Leaders Program (YLP)

The Young Leaders Program is a graduate-level scholarship program established in fiscal 2001, and students from Bangladesh have been accepted since FY 2008.

Purposes: To bring to Japan young government officials or those expected to be a national leader of Asian countries or other areas in the future, create the human or intelligent network with leaders all over the world through understanding aspects of Japan, and contribute to establishment of friendship between countries including Japan and improvement of the policymaking function.

Fields of study available: administration, medical administration (from FY 2010)

Language used: English

Length of study: 1 year (Master's course)

Main qualifications and requirements:

(Age) 40 or younger

(Academic background) Bachelor's degree or higher (or equivalent)

(Work experience) 3 to 5 years or longer of career

How to select candidates: Recommendation from a recommending organization in a target country (Ministry of Establishment, Ministry of Finance, and Ministry of Foreign Affairs for administration, Ministry of Health and Family Welfare for medical administration)

No. of accepted students from Bangladesh: Cumulative total of 2 since fiscal 2008 (see Table 5 for details)

**Table 5: Number of accepted fellows from Bangladesh through YLP**

FY	2008	2009	Total
No. of accepted students	1	1	2

(Source: Data collected from the Embassy of Japan in Bangladesh)

(3) Scholarship by the Ministry of Education, Culture, Sports, Science and Technology (MEXT Scholarship)

Established in fiscal 1954, students have been accepted from Bangladesh since FY 1955 when the country was called East Pakistan. The scholarship has accepted “Research students”, “Undergraduate students”, “College of technology students”, “Special training college students”, and “Teacher training students” from Bangladesh, and the “Research students” are equivalent to the postgraduate level. “Japanese language/Japanese studies students” are also the target of the program; however no students in this field have been accepted yet.

Purposes: To promote international cultural exchanges between Japan and foreign countries, strengthen mutual friendship and invest on development of human resources overseas

Fields of study: Fields related to the university majors and available in Japan

Language used: Generally Japanese

Length of study: Standard period of a course (period necessary to complete an official course)

Main qualifications and requirements:

(Age) 35 or younger,

(Academic background) University or college graduates

(Work experience) None

How to select candidates: recommendation either by the Embassy of Japan overseas or by the Universities

No. of accepted students from Bangladesh: Cumulative total of 2,661 since fiscal 1955 including 2,463 “Research students”

(See Table 6 for details of the number of accepted “Research students” in the past ten years)

**Table 6: Number of accepted students from Bangladesh through the MEXT Scholarship**

FY	55~99	00	01	02	03	04	05	06	07	08	09	Total
No. of students	1,245	150	78	141	119	123	134	128	108	121	116	2,463

(Source: Data collected from the Embassy of Japan in Bangladesh)

#### 1-4. Trend of Other Donors' Aid

Major scholarship programs for over master's level are offered by other donors as in Table 7, including institutions such as ADB, IMF, World Bank and European Commission as well as donor countries such as Australia, UK, Germany, the Netherlands, etc. At present, several institutions conduct consolidation of the scholarship information. However, details of the program such as the number of scholarship recipients and accepting areas are not organized, and it is difficult to grasp the total picture of the scholarship program provided to Bangladesh by other donors even after the hearings to the ministries concerned. Table 7 shows the consolidated data based on the website of the major donors and/or the results of hearing with them. Note that scholarship programs by ADB, IMF and World Bank are implemented with the ODA contributions provided to international institutions by Japan.

While most scholarship programs aims to academic exchange and cultural exchange between donor country and recipient country, capacity building and human resource development in a broad sense, objectives of some scholarship programs such as Asian Development Bank and Japan Scholarship Program, Japan-IMF Scholarship Program for Asia, and The Joint Japan/World Bank Graduate Scholarship Program overlap with those of JDS as shown in Table 7. What is unique about JDS is that it narrows down the target to B.C.S. Cadre officers and Bangladesh Bank's officers and explicitly specifies the direction of study. Also, JDS adopts open recruitment system to maintain highly transparent selection methods, which receives a high evaluation from the Government of Bangladesh.

Another feature of JDS is that collaboration among ex-JDS participants, current participants and potential candidates are strengthened by narrowing down the target. JDS is expected to produce impacts through the assistance for ex-JDS participants to play a key role at home.

**Table 7: Programs for human resource development purposes by other donors**

Donor	Program Name	Starting Date	Closing Date	Program Cost	Type of Assistance
ADB	Asian Development Bank and Japan Scholarship Program	1988	Active	US\$ 11.0 million ( total amount for all recipient countries) (2007)	Grant Aid
		(Private/Public) This program seeks to enhance capacity of human resources who contribute to social and economic development of the ADB member country. Target area: economics, management, science technology and other areas related to development.			

Donor	Program Name	Starting Date	Closing Date	Program Cost	Type of Assistance
IMF	Japan-IMF Scholarship Program for Asia	1993	Active	US\$ 3.9 million ( total amount for all recipient countries) (2007)	Grant Aid
		(Public) This program is to enhance financial and economic policymaking capacity for the promotion of sustainable economic development of each country through nurturing civil servants in Asia-Pacific countries.			
World Bank	The Joint Japan/World Bank Graduate Scholarship Program	1987	Active	US\$202.5 million ( total amount for all recipient countries, since the start of the program)	Grant Aid
		(Private/Public) This program aims to promote creation of international community of experts working in the social and economic development area and to enhance knowledge and skills required for making contribution to the development process in each region and community through the scholarship program.			
EC	Erasmus Mundus Scholarship Programme	2004 2009	2008(Phase I) 2013(Phase II)	€ 2.3 billion € 4.9 billion ( total amount for all recipient countries) (2005)	Grant Aid
		(Private) This is a program for higher education with the objectives to improve quality and competitive power of higher education in Europe by strengthening the collaboration among universities in Europe through the student exchange between higher education institutions in Europe and those outside Europe. This is a joint education program under the exchange agreement between universities and does not provide scholarship to individual students.			
Australia	Australia Development Scholarship	N/A	Active	N/A	Grant Aid
		(Private/Public) This scholarship by AusAID <sup>13</sup> has the objectives to nurture human resources in partner countries of Australia so that they can contribute to the stability and long-term development in Asia-Pacific region.			
United Kingdom	Commonwealth Scholarship Programme	1959	Active	N/A	Grant Aid
		(Private/Public) This program seeks to provide opportunities for students of Commonwealth of Nations to study in other country of Commonwealth of Nations.			

<sup>13</sup> AusAID: Australian Agency for International Development

Donor	Program Name	Starting Date	Closing Date	Program Cost	Type of Assistance
United Kingdom	Chevening Scholarship	1984	Active	£ 41.3 million ( total amount for all recipient countries ) (2005-2006)	Grant Aid
		(Private/Public) This scholarship is provided to students who are expected to become the leader of the country and who hope to study in the UK. Major application areas of the applicants who passed the selection are climate change, public administration, human rights and law, security, immigrants, and so on.			
Germany	German Academic Exchange Service (DAAD)	N/A	Active	N/A	Technical Cooperation
		(Private/Public) DAAD provides programs to nurture human resources in developing countries such as Study Scholarships (master's course or sandwich program in development study field), Research Stays (over doctoral course), Re-Invitation Programme (over doctoral course).			
Netherlands	The Netherlands Fellowships Program (NUFFIC)	1957	Active	N/A	Technical Cooperation
		(Private/Public) This program is provided to enhance bilateral relations and to achieve sustainable capacity building and solve the human resource shortage required for the poverty reduction in developing countries.			

\* Based on the website of donors or hearing with the donors

## Chapter. 2 Contents of the JDS

### 2-1. Basic Concept of the JDS

As stated in Section 1-1-1, the JDS aims “to support human resource development in the recipient countries targeting highly capable, young government officials who are expected to engage in formulating and implementing socio-economic development plans and to become leaders in their countries” in developing countries with increasing demands for human resource development in the area of legislations, economics and management which are essential for transition to market economies.

Unlike ordinary scholarship programs that support individuals for overseas study, the JDS focuses on development of human resources involved in target priority areas that are determined upon discussion between a target country and the Japanese JDS related organization. Target priority areas are equivalent to the previous “field of study” and called sub-programs/components<sup>14</sup> in New system, of which implementation is considered based on this Preparatory Survey.

Taking the above mentioned objective and features of the JDS into consideration, the Preparatory Survey team investigates human resource development needs and existence of potential candidates at the identified target organizations and others in the sub-programs/components set based on the target country’s national development plan and Japan’s Country Assistance Program. The team also formulates the scale and program plan of each sub-program/ component, “Basic Plan for the Sub-Programs”, which sets four years as a package, based on the results of the survey.

The following are the implementation system of the JDS.

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

##### (1) Operating Committee

The Operating Committee consists of Bangladesh members (Economic Relations Division of Ministry of Finance (Chairperson), Ministry of Establishment, Ministry of Planning and Ministry of Education) and Japanese members (the Embassy of Japan in Bangladesh (Vice Chairperson) and JICA Bangladesh Office (Secretariat)) (See Fig. 1).

At the Operating Committee meeting held in April 2009, JICA Bangladesh Office explained to principal committee members about the implementation system of JDS under New system including setting of components matching the development issues, changes in maximum acceptable number of JDS participants, setting of Managing Organizations, expected roles of Bangladesh government side, and both parties signed the minutes of discussions. In the following discussion during the preparatory survey in July 2009, implementation system, functions and roles of the Operating Committee were

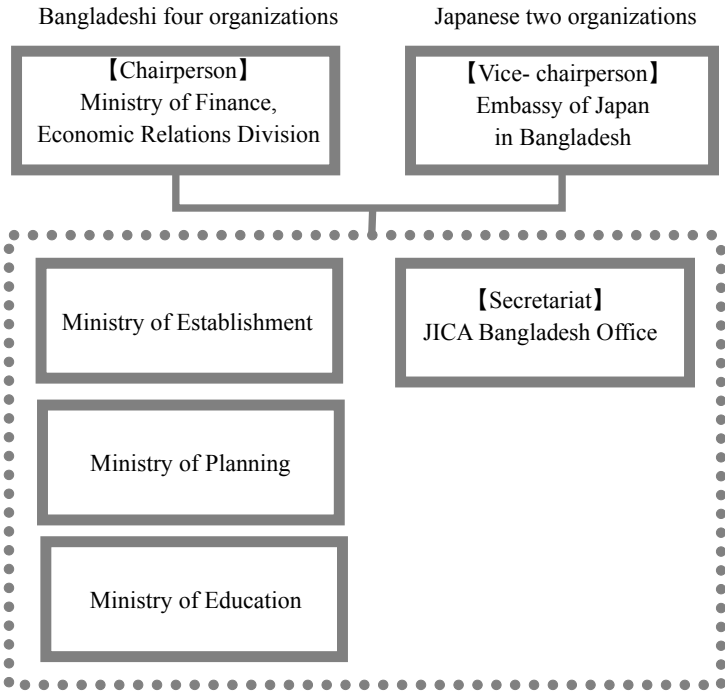
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<sup>14</sup> Sub-programs/components: “Sub-programs” are established based on Japanese ODA policy and development issues in a target country. If a sub-program contains more than one development issues or fields of study, respective “components” are established in the sub-program. JDS participants set a research theme for their own graduate study based on the sub-programs/components.

explained once again based on Appendix 4, and approved by Bangladesh members of the Operating Committee.

The functions and roles of the Operating Committee confirmed are as follows based on the JDS operating guidelines:

- A. Participation in the discussion to formulate the program plan in the Preparatory Survey:
  - To set the target priority areas, “sub-programs”, and development issues, “components”, which the JDS should tackle, based on the PRSP II and Japan’s Country Assistance Program.
  - To appoint ministries or agencies associated with each component as Managing Organizations to promote cooperation for formulating JDS four-year plan, the “Basic Plan for the Sub-Programs”.
  - To formulate the Basic Plan for the Sub-Programs in consultation with the Managing Organization and accepting universities.
- B. Determination of the final JDS candidates:
  - To determine the selection policy and cooperate for smooth selection.
  - To implement final selection (comprehensive interview) and determine the final candidates in the subsequent Operating Committee.
- C. Promotion for effective utilization and follow-up of ex-JDS participants
  - To consider how to utilize ex-JDS participants effectively and follow them up
- D. Consideration regarding other matters arising
  - To consider matters necessary for operating and managing the program.



**Fig. 1: Operating Committee of Bangladesh**



## (2) Managing organization and target organizations

### 1) Managing Organizations

The New system sets administrative organizations (target organizations) to nominate applicants and conduct recruitment of applicants for each target sub-program/component, aiming at the increased effects of JDS through the acceptance of certain number of participants from organizations with a close link to the development issues. Furthermore, New system sets the Managing Organizations to control Target Organizations of each sub-program/component to promote the ownership of Bangladesh government side in recruitment and the enhanced relationship with accepting universities.

Managing Organizations were selected by members of the Operating Committee, especially led by Bangladeshi members, from ministries highly associated with each component; they encouraged application within their ministries and joined the exchange of opinions on development issues associated with their ministries and the formulation of Basic Plan for the Sub-programs at the meeting when faculty members of accepting universities visited Bangladesh for conducting Technical interviews. Thus, it was confirmed that the quality of JDS would be improved through comprehending the background and situation of each issue in addition to the needs in detail to accepting universities more precisely.

The following six ministries were appointed as Managing Organizations: Ministry of Finance, Ministry of Establishment and Ministry of Planning for all the components; Bangladesh Bank for component of Economics; Ministry of Environment and Forest for component of Environmental Policy and; Ministry of Foreign Affairs for component of International Relations.

The Managing Organizations are responsible for the following roles as shown in the survey after “(3) Research needs, target participants etc., in Managing Organizations”:

Ministry of Finance: Responsible for national budget, finance and taxation system. Economic Relations Division, as a contact section for foreign aid, is responsible for the coordination with foreign aid donors.

Ministry of Establishment: Responsible for personnel affairs of civil servants, formulation and operation of civil service system.

Ministry of Planning: Responsible for implementation, evaluation and audit of national plan, and management of statistics.

Bangladesh Bank: Responsible for monetary and fiscal policies.

Ministry of Environment and Forest: Responsible for Environmental Policy.

Ministry of Foreign Affairs: Responsible for diplomatic policy and administrative work related to International Relations.

Based on the requests from the Ministry of Finance, which chairs the Operating Committee, the Managing Organizations encouraged application and joined discussion with the faculty members. During the exchange of opinions with faculty members upon Technical interviews, the Managing Organizations confirmed the issues related to the components concerned and needs for human resource development and discussed measures to secure highly qualified candidates, as described in the following section (see the section “(3) Accepting universities (b) Exchange views with the Bangladesh

government side”).

## 2) Target Organization

Setting the target organizations, from which applicants are to be nominated, is one of the features under New system, aiming for the institutional capacity building of the target organizations through the human resource development. However, under the civil service system in Bangladesh called Bangladesh Civil Service (B.C.S.), the government officers recruited through B.C.S. examination by PSC are called B.C.S. Cadre, and B.C.S. Cadre (Administration) who are the majority of B.C.S. Cadre and one of the JDS target, are posted and frequently transferred among the central (and/or local government) organizations. In consideration of such public administration system in Bangladesh, setting the target organizations under New system may not promote the institutional capacity building of the organizations deeply related to the each Component. The conventional JDS in Bangladesh adopted open recruitment system targeting B.C.S. Cadre officers who play an important role in the implementation of policies and Bangladesh Bank’s officers, and the Operating Committee confirmed that this system will be maintained in JDS under New system

As for the target groups for each component, it was initially considered for both B.C.S. Cadre officers and Bangladesh Bank’s officers to be target groups for all the components; however, applications from Bangladesh Bank’s officers were limited to “Economics” and “Environmental Policy” components according to the request from Bangladesh government side.

JICE conducted questionnaires to Managing Organizations as in Table 8 to confirm the validity of each sub-program/component.

The validity of each sub-program/component selected as well as needs (research area) under the sub-program/component was surveyed through the following questionnaire:

**Table 8: A list of sub-programs/components in Bangladesh**

Sub-Program	Component	Research Area	Target Group	Managing Organizations (M/O)	No. of Cadre under 40 y.o. (M/O)	Name of University	Course	No. of JDS participants
<b>1. Advancement of Governance</b>	1-1 Public Administration	<ul style="list-style-type: none"> <li>Advancing effective administrative systems</li> <li>Decentralization and improvement of regional development</li> <li>Social development and climate change</li> <li>Strengthening of analysis, evaluation and planning in public policy</li> </ul>	<ul style="list-style-type: none"> <li>All Bangladesh Civil Service Cadre</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Finance</li> <li>Ministry of Establishment</li> <li>Ministry of Planning</li> </ul>	Approx. 1,769	Yamaguchi University	Graduate School of Economics	2
						Meiji University	Graduate School of Governance Studies	2
						Kyushu University	Graduate School of Law	2
	1-2 Economics	<ul style="list-style-type: none"> <li>Ensuring balanced and stable fiscal management</li> <li>Promotion of attractive market and active industries</li> <li>Economic growth and climate change</li> <li>Advancement of administrative capacity to improve trade and investment</li> </ul>	<ul style="list-style-type: none"> <li>All Bangladesh Civil Service Cadre</li> <li>Class-1 officers of Bangladesh Bank</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Finance</li> <li>Ministry of Establishment</li> <li>Ministry of Planning</li> <li>Bangladesh Bank</li> </ul>	Approx. 2,091	Ritsumeikan University	Graduate School of Economics	3
						Hiroshima University	Graduate School of International Development and Cooperation	2
	1-3 Environmental Policy	<ul style="list-style-type: none"> <li>Building institutional capacity for environmental management</li> <li>Development adopting Clean Development Mechanism</li> <li>Environmental policy and climate change</li> <li>Socio-environmental considerations for development projects</li> </ul>	<ul style="list-style-type: none"> <li>All Bangladesh Civil Service Cadre</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Finance</li> <li>Ministry of Establishment</li> <li>Ministry of Planning</li> <li>Ministry of Environment and Forest</li> </ul>	Approx. 1,769	University of Tsukuba	Graduate School of Life and Environmental Sciences	2
<b>2. International Relations</b>		<ul style="list-style-type: none"> <li>Strengthening of multilateral diplomatic relations focusing on development, trade, investment and finance</li> <li>Building-up closer relationship with Asian countries</li> </ul>				<ul style="list-style-type: none"> <li>Ministry of Finance</li> <li>Ministry of Establishment</li> <li>Ministry of Planning</li> <li>Ministry of Foreign Affairs</li> </ul>	Approx. 1,922	International University of Japan

\*There are 28 different categories of Civil Service (known as B.C.S. Cadres) in Bangladesh, and each ministry recruits respective B.C.S. Cadres according to the categories. Each ministry has authority for reassignment (including to other ministries and to local government organizations) of concerned B.C.S. Cadres and the promotion up to the post equivalent to Deputy Secretary. Ministry of Establishment has an authority over B.C.S. Cadre (Administration) and Ministry of Planning over B.C.S. Cadre (Economics).

\*In Bangladesh, the corruption in the public sector etc., has been an issue of concern. In order to avoid the corruption in JDS, the Operating Committee decided that all the application shall be submitted directly to the JDS Project Office in Bangladesh not through belonging organizations of applicants.

### 3) Research needs, target participants etc., in Managing Organizations

#### (a) Method of survey:

Managing Organizations were visited for hearing about (b) and asked for answering the questionnaires.

#### (b) Content of survey:

- (i) Roles as an organization, issues, research needs
- (ii) Existence of potential candidates (e.g. number of permanent staffs, number of staffs under qualifying age, rate of Bachelor's degree holders)
- (iii) Language proficiency
- (iv) Possibility to return to the previous work after returning to the country

#### (c) Organizations surveyed:

Ministry of Finance, Ministry of Establishment, Ministry of Planning, Bangladesh Bank, Ministry of Environment and Forest and Ministry of Foreign Affairs selected as Managing Organizations were surveyed through a hearing by visit and/or questionnaires (See Appendix 8 for issues, themes expecting to the JDS, number of B.C.S. Cadre by Managing Organizations). Also, selection of the 1st batch candidates (document screening, interviews by faculty members and interviews by Operating Committee: See Appendix 7 for details of implementation methods and the results) and discussion between faculty members of accepting universities and Managing Organizations officers were also involved in order to grasp the level of skills of applicants from the technical viewpoint as well as to understand the needs of Managing Organizations.

#### (d) Summary of survey results

##### (i) Roles as an organization, issues, research needs

It has been confirmed that component (development issue) and “Identified needs (research area)<sup>15</sup>” under the component corresponds to the issues and research needs recognized by the Managing Organizations.

For example, “Advancing effective administrative system”, one of the “Identified needs (research area)” of Public Administration Component, corresponds to “aid management” that Ministry of Finance answered and “personnel management” and “service delivery” that Ministry of Establishment answered. “Advancing effective administration system” of Public

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<sup>15</sup> Identifies needs (research area): With the consideration of B.C.S. Cadre system under which officers are transferred among central ministries and local governmental organizations in a cross-sectoral manner, “Academic area” instead of specific development issue is set as “component” in order to equip the JDS participants with knowledge and skills that have high necessity and versatility required as a government officer. Sub-theme is set under each component and applicants are requested to make research plan in line with the Identified needs (research area). It aims to focus more on the country's development issues than the personal interest of applicants and to train JDS participant in the way that they directly contribute to the development process of the country. The sub-theme is called “Identified needs (research area)” and should be understood thoroughly and shared by the Operating Committee, accepting universities and applicants from recruitment through to completion of overseas education. The respective “Identified needs (research area)” under each Component are shown in “Table 8: A list of sub-programs/components in Bangladesh”.

Administration Component or “Ensuring balanced and stable finance management” of Economics Component accommodates “Advancing fiscal management” from Ministry of Planning. Because Ministry of Establishment is responsible for personnel affairs of B.C.S. Cadre (Administration) who play a vital role in central/local administration, Ministry of Establishment has identified their needs as human resource development for all the area of public administration as the ministry has mentioned that “insufficient staff who has adequate knowledge on development, environmental management, human rights, international policies/politics, conflict management, negotiation skill, personnel management issues”. All the “Identified needs (research area)” of all the components accommodates such pervasive needs from Ministry of Establishment. In the same manner, “Identified needs (research area)” of Economics Component, Environmental Policy Component and International Component correspond the needs and issues identified by Bangladesh Bank, Ministry of Forest and Environment, Ministry of Foreign Affairs respectively.

(ii) Existence of potential candidates (e.g. number of B.C.S. Cadre officers and Class 1 officers of Bangladesh Bank, number of respective officers at the target age, rate of Bachelor’s degree holders)

Since JDS 2006 when Operating Committee decided to target only B.C.S. Cadre and Bangladesh Bank officers, more than 50 % of application and around 70 % of participants (44 out of 60 participants) have been from officers under Managing Organizations (B.C.S. Cadre (Administration), B.C.S.(Economics), B.C.S. (Foreign Affairs) and Bangladesh Bank officers). Therefore, existence of potential target groups was drawn from the survey result of Managing Organizations.

The results of the survey showed that the number of B.C.S. Cadre (Administration) in Ministry of Establishment at 40 or younger is 1,500 and overwhelms that of Cadre officers in other Managing Organizations. The size as well as the significance of the duties validates the reason why B.C.S. Cadre (Administration) should be regarded as priority target. On the other hand, the number of B.C.S. Cadre (Economic) and Bangladesh Bank officers are respectively over 300 and the number of B.C.S.Cadre (Foreign Affairs) are between 120 and 150. In every ministry, personnel-related restrictions including shortage of personnel in a ministry, or competition with the other scholarship programs would further reduce the actual number of potential applicants. However, based on the number of officers under Managing Organization indicates that there are a quite good number of potential candidates to meet the scale of JDS.

(iii) Language proficiency

No organization seemed to have assessed the language proficiency of their staff through an objective score including the IELTS or TOEFL exams. However, the average score of the English proficiency test (second selection: IELTS) was 6.0 in JDS 2008 and JDS 2009. 63%

(56 applicants of all applicants) for JDS 2008 and 70% (60 applicants of all applicants) for JDS 2009 obtained score of more than 6.0 at the second selection. In the selection this year (JDS 2010), 65% out of 232 valid applicants obtained score 6.0 and the average score of all the applicants was 5.9. Based on the result of the past selections, it can be said that there are good number of potential applicants who have English proficiency for higher study.

(iv) Possibility to return to the previous work after returning to one's country

According to the Ministry of Establishment, which is responsible for personnel affairs of civil servants, such as employment of B.C.S. Cadre officers, it was confirmed that Cadre officers are required to engage in their previous work after returning home and to fulfill duties in their belonging organization for the same period they studied abroad. Bangladesh Bank has the similar rules. This figured out that the organizations provide 100% guarantee regarding the returning of JDS participants to the previous work after returning home.

(3) Accepting universities:

In the JDS under New system, accepting universities are expected to play a role to achieve the project objective as partners of the project implementation from the technical point of view by participating in the Preparatory Survey and implementing the special program described later.

(a) Determination of an accepting university

Prior to the Preparatory Survey, JICA presented the identified development issues<sup>16</sup> of four target countries to the universities having previously accepted the JDS participants or other universities wishing to accept the participants, and asked each university to submit the "Proposal of Acceptance" for a country or issues from or against which they wish to accept. As a result, 146 proposals in total were submitted from 38 graduate schools of 26 universities. The proposals for the 4 identified development issues of Bangladesh were 29 from 21 graduate schools of 15 universities, including new universities and graduate schools.

JICA evaluated the proposals from respective universities and the experience of accepting international students including the JDS participants, according to the evaluation guideline<sup>17</sup>. The draft of list of accepting universities was then agreed with the government of a target country in the subsequent discussion of the Preparatory Survey (see Table 8).

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<sup>16</sup> The identified development issues are a list of the background of issues, associated JICA programs and identified needs in the JDS regarding the target priority areas of Bangladesh specified after discussion between JICA and the government officials of a target country.

<sup>17</sup> Evaluation guideline to Proposal of Acceptance: Scoring the evaluation points by the item of the proposal, staff from Training Affairs Department, JICA Headquarter, and staff from JICA overseas office evaluated the proposal. The items in the proposal include: (1) Maximum number of acceptable JDS participants; (2) Basic idea and actions targeting the applicable development issue; (3) Contents of program/Curriculum; (4) Preparations to accept and teaching system in your University/Course; (5) Achievements and lessons learned from past acceptance for JDS participants; (6) Information on foreign students other than JDS; and (7) Research/Cooperation performance on the development issues.

(b) Exchange views with the Bangladesh government side

In the Preparatory Survey, through actively participating in the JDS from the planning and surveying stage, accepting universities are expected to enhance possibility to give research outcomes of JDS participants back to society in the future and further to promote the effectiveness of the JDS by improving the acceptance system and contents of instructions suitable for the issues a target country is facing and by relating direction of research of JDS participants to the situations and needs of their country. To select the JDS participants, therefore, faculty members of accepting universities were dispatched to Bangladesh to interview candidates and to exchange views with the local JDS officials from the Operating Committee and the target organizations in Bangladesh.

Through the exchange of views with the local JDS officials, it makes possible for accepting universities to comprehend the issues and human resource development needs under the sub-programs/ components, and the background of the target organizations and candidates, and thus to consider appropriate curriculum and accepting system. Further, acceptance of JDS participants for four straight years is anticipated to turn to an occasion to establish the long-term collaborative relationship with the target country and target organizations.

The followings are the objectives of involvement of accepting universities in the Preparatory Survey:

- To share perceptions of the issues and the measures for human resource development of the target country through the exchange of opinions with the local JDS officials
- To reflect perception of accepting universities to the Basic Plan for the Sub-Programs through selection of the first batch candidates and exchange of opinions with the local JDS officials
- To obtain information on the situations of the concerned issues and the needs for human resource development so that accepting universities can plan and formulate the program (special program<sup>18</sup>) specialized for the sub-programs/components of the target country.

To achieve the objectives above, the opinions were exchanged between the local JDS officials and faculty members of the accepting universities at the technical interview.

Firstly, in the discussion with the Managing Organizations, roles of each organization, the development issues in association with the component concerned, and needs for human resource development were explained by each Managing Organization, followed by the brief explanation about each university and graduate school by each dispatched faculty member. Subsequently, the dispatched faculty members made inquiries about how to recruit or select candidates in Bangladesh,

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<sup>18</sup> The special program is a combination of the “supplementary course in tertiary education” established in the existing system and the “research activities promotion course” newly set in New system, conducted with additional fees provided to accepting universities apart from the tuition fees. The “supplementary course in tertiary education” includes special courses or seminars to offer the JDS participants the direct additional values in addition to the existing courses offered by the university. On the other hand, the “research activities promotion course” refers to the course that offers programs specializing in the development issues of the target country. To implement the special program, accepting universities are requested to submit the activity plan and implementation plan, and its implementation will be confirmed after the consultation between JICA and the government of the target country.

scholarship programs by other donors, response from the Bangladesh government side regarding the further study in doctor's course, and reasons why there was no application from the organization matching the component concerned, all of which were answered by the Bangladesh government side. This allowed universities to understand the issues the Bangladesh government has struggled with as well as their concerns or needs for the JDS.

The subsequent discussion with the Operating Committee involved brief explanation by each university about the activities (assumed activities in the special program) in the Basic Plan for the Sub-Programs to solve the issues and needs of the target country clarified in the above-mentioned discussion with the Managing Organizations. In addition to the explanations, various proposals including orientation and/or communication by email before coming to Japan, field surveys, seminars and workshops, internship including company visit were made. Furthermore, utilization of ex-JDS participants as tutor at pre-departure orientation and/or as lecturer at workshops or seminars was proposed. From Bangladesh side, inquiries about "the significance of study in Japan" were made and a dispatched faculty member answered, "Experiences in Japan may not be applied directly to the cases in Bangladesh, however, it is hoped that JDS participants will learn lessons not only from examples of success of Japan but also from those of failures through their study in Japan." As it was confirmed through this exchange of views that there would be no big changes in the future, the draft of the Basic Plan for the Sub-Programs was provisionally approved by the local JDS officials.

In addition, at the discussion with the Operating Committee, dispatched faculty members made comment on the technical interviews, made suggestions for candidates to start preparation of research plan prior to the application for the next year, and also asked Bangladesh government side to help JDS participants collect data necessary for the master's thesis.

(c) Instruction to JDS participants before through to after their overseas education

In New system of the JDS where universities accept the JDS participants under the single sub-program/component from the target country for four straight years, accepting universities are expected not only to conduct instructions based on the existing curriculum and programs but to offer the special program appropriate for the issues of the target country consistently at three stages of before/during<sup>19</sup>/after their overseas study:

The purposes of the special program are as follows:

- To allow the JDS participants to acquire practical knowledge and experience through introduction of more practical and detailed cases in order to solve the issues in the sub-program /component of the target country
- Through the activities offered in the special program, to allow the JDS participants or the

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<sup>19</sup> The special program before overseas education for the first batch JDS participants is outside the scope of implementation due to the timing of the Preparatory Survey Agreement and the agreements on implementation of Grant Aid.



JDS associated organizations in the target country to establish the network with Japanese and foreign researchers and/or organizations that contributes for future activities

## 2-2. Four-year Program Scale Design

### 2-2-1. Overview

Four year program scale design has been set considering the maximum number of JDS participants in each of the four consecutive years from fiscal 2010 onwards proposed by the Japanese Government in April 2009 (15 participants per year) and the maximum accepting number of the participants by accepting universities in their proposal, and the most appropriate program to solve the issues mentioned in each component. Based on the four-year program scale design, the first batch candidates were recruited and selected (see Appendix 5).

In principle, the maximum number of JDS participants by sub-program/component every fiscal year should be maintained for four consecutive years. However, it was confirmed that in case there was a component unable to assure a sufficient number of candidates suitable for the purpose of the program through the recruitment and selection of the first batch candidates, another component would accept alternative candidates up to the maximum number of the participants (15) per year.

#### Application requirements common for each component

As the result of consultation with the Operating Committee, application requirements for JDS applicants are set as follows:

##### 1. Work Experience:

- Confirmed member of Bangladesh Civil Service (BCS) Cadre with two years of work experience and successfully completed necessary Foundation Training Course by April 1 of the year of the arrival in Japan
- Eligible to get the deputation for full period of preparatory orientation as well as study in Japan, before the departure to Japan

##### 2. Others:

- Bangladesh nationals
- Below 40 years old
- 16 years of school education at least with Bachelor's degree. At least 2 first divisions and no third division in HSC, SSC and Bachelor certificate

- Adequate English proficiency for research activities in a Master's program
- Those who have not been awarded or are not scheduled to receive other scholarship of master's degree program
- Those who have not taken a master's degree overseas
- Those who are not military personnel and military civilian employees registered on the active list. Those who are personnel on temporary leave from the active list.
- Sound health to complete the graduate study for two years

Selection/Recruitment procedure is explained in Annex 7.

## 2-3. Formulation of the Basic Plan for the Sub-Programs

### 2-3-1. Overview

The basic plan for the sub-programs formulates a four-year program (4 batches included) as a package, which consists of the target organizations that nominate JDS candidates, Japanese accepting universities, the maximum number of JDS participants to be accepted and expected outcomes on the sub-programs/components for which Bangladesh requires human resource development through the JDS. Dispatched JDS participants under the same sub-program/component, target organization and accepting university throughout the four years based on the plan seeks to improve the abilities of the core human resource to make policies or manage the project, and further to improve the abilities of the target organization to make policies.

In addition, to solve the issues in each sub-program/component of Bangladesh exclusively, each accepting university is expected to provide special programs and to enhance relationship with government organizations in Bangladesh. After finally formulated through the preparatory survey, the basic plan for the sub-programs will be the guideline for accepting universities to educate JDS participants for the next four years and to be the base for the program evaluation to be conducted four years later.

### The main items of the Basic plan for the sub-program

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

- (1) Basic Information
- (2) Background
- (3) The status of Bangladesh in Japan's ODA

#### **2. Cooperation Framework**

- (1) Project Objectives
- (2) Verifiable indicators
- (3) Activities
- (4) Inputs from the Japanese Side, Input duration and the number of JDS participants
- (5) Inputs from the Bangladesh Side
- (6) Qualifications

#### **3. Implementation Framework**

- (1) Accepting university
- (2) Accepting university's experience in ODA-related activities
- (3) Program Overview

The Basic Plan for the Sub-Programs (draft) for two sub-programs shown in Table 8 of Section 2-1-1 was formulated in Bangladesh after the survey on the target (nominate) organizations in the Preparatory Survey and the exchange of views with the local JDS officials in Bangladesh when faculty members of the accepting universities were dispatched. See below for its overview (see Appendix 6):

#### **Sub-Program 1: Advancement of Governance**

##### **Component 1-1: Public Administration**

In Bangladesh, various issues including inefficient system in public administration and institutions, corruption, the law and order, and the weak judicial system impede the efficient and effective implementation of development projects. In PRSP-II formulated in October 2008, the government placed governance as one of the supporting strategies and named (1) Making parliamentary process effective, (2) Reforming and strengthening public service systems (including legal and judicial system reform), (3) Changing roles of law enforcing agencies, (4) Strengthening of local governments, (5) Promoting E-governance, (6) Combating corruption, (7) Ensuring human rights, and (8) Accesses to information, as priority areas in governance. Although some efforts were made in the reform of civil service system and in the promotion and strengthening of local administration, the expected outcomes have not been achieved yet.

In order to achieve the advancement of governance, "Project for enhancing capacity of public service training in Bangladesh" and other projects have been implemented under JICA Program for "Capacity development on public administration" to provide support with the purpose of improving the core governance. Also, measures to strengthen governance in implementing organization of each sector have been continued in order to improve sector governance.

Advancement of the governance is an important area that plays a key role in achieving the goals of poverty reduction and economic growth based on Government of Bangladesh ownership,

and there are a wide range of important issues in governance including reform of the civil service system, strengthening of the local administration and its service delivery, strengthening of the judicial system and the prevention of corruption. To bottom up the administrative capacity, it is important to develop the human resources, who could control the public administration at each of the central level to the local level.

In order to build a capacity of those who are/will be responsible for making public policies including reforms of administrative and/or civil service system, 6 participants per batch, total of up to 24 participants for 4 years, will be accepted in this component. According to the proposals from accepting universities, Graduate School of Economics of Yamaguchi University will conduct introductory lectures on Governance, Economics and Finance before the departure for Japan, observation visits to administrative offices and workshops for acquiring practical techniques essential to the improvement of skills and abilities as government officials such as policy making, understanding macro-economics indices and administrative assessment during the stay in Japan, and follow-up activities for ex-participants through co-organized seminars in Bangladesh after the return to the country. Graduate School of Governance Studies of Meiji University will provide practical instruction through observation visits to institutions such as administrative offices and seminars and workshops for promoting understanding on both Japanese public administration and the issues on politics and/or public administration in Bangladesh during the stay in Japan. Graduate School of Law (CSPA) of Kyushu University will provide learning materials for the JDS participants to be equipped with basic knowledge on the public administration before their departure to Japan, conduct special lectures and field observation visits to administrative offices for better understanding on current-affairs and administrative system in Japan and improving ability on problem finding and analytical ability during the stay in Japan, and follow-up activities through alumni activities and seminars after the return to the country.

Through the educational activities mentioned above, it is expected that JDS participants will upgrade their skills on policymaking and institution building in relation to advancing effective administrative system, decentralization and regional development, social development and climate change, and strengthening of analysis, evaluation and planning in public policy.

Regarding the qualification of JDS applicants, Kyushu University suggested that it would be desirable for them to have educational background related to politics and sociology.

### **Component 1-2: Economics**

In recent years, Bangladesh has achieved stable economic growth; however, the necessity for reforms towards further economic growth from now on has been identified, such as reform of the weak financial bases, improving of inefficient financial management caused by ambiguous demarcation, reform of the financial sector, strengthening of the banking system, strengthening of exports, and the reform of the industrial sector. In PRSP-II in October 2008, the Government of

Bangladesh placed macroeconomic stabilization and Pro-poor economic growth as strategic blocks.

To respond to these issues, JICA has implemented a development study, “Study on potential sub-sector growth for export diversification in Bangladesh” as assistance for developing the private sector under the private sector development program.

It is necessary to develop human resources who, based on the above, will tackle the institutional issues such as operation of macro-economy in view of middle- and long-term vision, establishing sound financial basis, lack of consistency of policies preventing the economic growth, corruption, complexity of procedures, and lack of transparency.

This component has the following objectives: 1) to ensure that JDS participants who will upgrade their skills on policymaking and institution building in relation to ensuring balanced and stable fiscal management, promotion of attractive market and active industries, economic growth and climate change and advancement of administrative capacity to improve trade and investment, and; 2) to ultimately ensure that ex-JDS participants will help the government to improve their policymaking and institution building capacity methods and management and evaluation skills regarding these issues.

In order to build a capacity of those who are/will be responsible for making economic policies such as fiscal management, improvement of market and vitalization of industries, and improvement of trade and investment climate, 5 participants per batch, total of up to 20 participants for 4 years, will be accepted in this component. According to the proposals from accepting universities, Graduate School of Economics of Ritsumeikan University will provide JDS participants with both opportunities to refine the research theme through basic lectures on Economics and for practical instruction through field observation to organizations concerned during the stay in Japan. Graduate School for International Development and Cooperation of Hiroshima University will provide JDS participants with learning materials for their pre-departure study and conduct follow-up by a teaching assistant before the departure for Japan, conduct field observation and seminars for gaining practical knowledge in Japan during the stay in Japan, and engage in follow-up activities and achievement evaluation for ex-JDS participants through alumni activities after the return to the country.

Through the educational activities mentioned above, it is expected that JDS participants will upgrade their skills on policymaking and institution building in relation to ensuring balanced and stable fiscal management, promotion of attractive market and active industries, economic growth and climate change and advancement of administrative capacity to improve trade and investment.

As for the qualification of JDS applicants, Hiroshima University suggested that basic knowledge on economics shall be one of application requirement.

### **Component 1-3: Environmental Policy**

#### (1) Issues to be covered by the research

In PRSP-II formulated in October 2008, the Government of Bangladesh placed environmental conservation and climate change as one of supporting strategies and named air and water pollution, soil degradation, disruption of ecosystem, unsustainable agricultural production system and unplanned urban growth as major issues in these strategies. As for climate change, PRSP-II referred to the necessity of measures for mitigation and adaptation and bringing this issue as well as environmental conservation to mainstream in the development process. Also, it pointed out the weakness of environmental governance as an issue.

JICA is currently implementing "Strengthening of Solid Waste Management in Dhaka City" with the purpose of enhancing the waste management capacity and, in addition, is considering assistance in the field of urban traffic in Dhaka City. In the field of climate changes, Japanese government is also considering assistance by program loans, and it also enhances the assistance concerning the climate changes in many sectors as a cross-sectoral issue.

For the issues concerning the environmental policies of Bangladesh, it is necessary to identify the responsibility of the government and establish the system and capacity to tackle the issues. Thus, it is also necessary to enhance the ability of government officers who can effectively implement the environment related development projects including the improvement of the infrastructures and its system.

In order to build a capacity of those who are/will be responsible for making environmental policies, 2 participants per batch, total of up to 8 participants for 4 years, will be accepted in this component. According to the proposal from the accepting university, Graduate School of Life and Environmental Sciences, the University of Tsukuba will give guidance to JDS participants in the way that will improve the quality of research of JDS participants and brush up their ability on policymaking and its implementation through field observation and workshop during the stay in Japan.

Through the educational activities mentioned above, it is expected that JDS participants will acquire knowledge about policymaking and institution building in relation to building institutional capacity for environmental management, development adapting Clean Development Mechanism, environmental policy and climate change, and socio-environmental consideration for development projects.

#### **Sub-Program 2: International Relations**

#### (1) Issues to be covered by the research

The main source of acquisition of foreign currency in Bangladesh is export of garment products, remittances from overseas workers and foreign aid. The essential elements prerequisite

for achieving poverty reduction are trade and investment relationships with the international community and the efficient management of foreign aid.

As for diplomatic policy, Bangladesh has been promoting strengthened relationship with international community as a moderate and democratic Islamic country and as a spokesman of the least less-developing countries (LDC), setting its agenda to maintain friendly relations with neighboring countries as well as with Islamic countries and to strengthen cooperative relationship with major donor countries including Japan.

In the "Japan's Country Assistance Program for Bangladesh" (2006), it is referred to that the Japan's development assistance to Bangladesh has its significance for building the foundation of international cooperation and reinforcing mutual relations in trade and investment, which has set off for the same direction as diplomatic policy of the Government of Bangladesh.

Based on such a situation, it is an issue to develop human resources who can enable enhancement of the relations with the international community and effective and efficient management through economic cooperation such as trade, investment, and foreign aid, etc., aiming for poverty reduction with a long-term perspective. It is also necessary to develop human resources who have the ability to formulate the diplomatic policies that can contribute to the stabilization of the international community focusing on the Asian region and to the enhancement of the relations such as economic cooperation, both of which are the preconditions of the country's economic growth.

In order to build a capacity of those who are/will be responsible for issues related to international relations such as trade, development, finance, and regional cooperation and to foreign aid management, 2 participants per batch, total of up to 8 participants for 4 years will be accepted in this component. According to the proposal from the accepting university, Graduate School of International Relations of International University of Japan will conduct pre-departure guidance for gaining basic knowledge before the departure for Japan, provide lectures and seminars to improve skills to conduct research independently, skills to plan and implement projects, and communication skills as policy makers during the stay in Japan, and engage in follow-up activities through alumni activities and joint seminars.

Through the educational activities mentioned above, it is expected that JDS participants will upgrade their skills on policymaking and institution building in relation to strengthening of multilateral diplomatic relations with the focus on development, trade and investment, and building-up of closer relationship with Asian countries.

It has been confirmed that the sub-programs/components have been in collaboration with the priority issues of Bangladesh, the JICA programs, and Japan's Country Assistance Program for Bangladesh (see 3-4: Relevance of the JDS for details). These were officially agreed in the

discussion held for the field survey in July 2009 as the target priority areas/issues to be addressed in the JDS (see Appendix 4: Minutes of Discussions for details).

2-4. Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS from fiscal 2010 onwards as the result of the preparatory survey, the program will presumably be implemented for the next four years according to the schedule shown in Fig. 2 below. More specifically, following the conclusion of the Exchange of Notes (E/N) and Grant Agreement (G/A) every year, JICA will recommend a consultant entrusted to conduct the preparatory survey as the “agent” to the Government of Bangladesh. The agent will conclude a contract with the Government of Bangladesh to implement the program on behalf of the Government of Bangladesh.

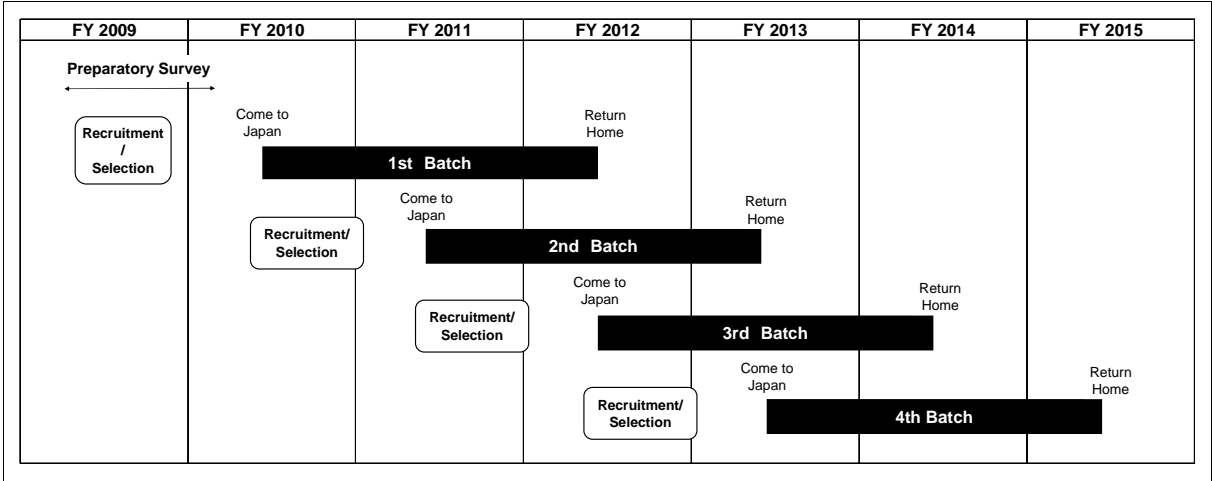


Fig. 2: Implementation Process

2-5. Obligations of Target (Recipient) Country

During the period for recruitment and selection of the JDS participants, organizations of Operating Committee of Bangladesh side play a role to conduct planning, implementation, management and supervision of the program by component in consultation with JICA. Also, the Managing Organizations not only cooperate in encouraging applications through distribution of the application documents but organize the opportunity for a discussion between the ministries strongly related to each component and accepting universities for formulating the Basic Plan for the Sub-Programs.

While the JDS participants study in Japan, Bangladesh government side monitors the participants via an implementing agent on a regular basis to report to JICA. They also check the progress or concerns of the JDS from the regular report submitted by the agent to take appropriate



actions in cooperation with Operating Committees members if required. In addition, it provides data or other materials necessary for the JDS participants to complete their master's thesis.

After the JDS participants return home, taking into consideration that main objectives of the JDS include contribution of the ex-JDS participants to the approaches for a solution to development issues of their country as well as the establishment of the human network, Bangladesh government side shall hold a reporting session after the JDS participants return home in order to understand their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange with Japan. Also, it will encourage relevant ministries to offer the ex-JDS participants a proper post where they actively work in the centre of the public administration or other bodies.

## 2-6. Project Follow-ups

The purpose of the JDS is “to support human resource development in the recipient countries targeting highly capable, young government officials who are expected to engage in formulating and implementing socio-economic development plans and to become leaders in their countries”, and “ex-JDS participants are expected to hold expert knowledge to take an active role in practically solving the socio-economic development issues that their countries are facing”. The achievement of such purpose will require not only acquisition of technical knowledge by JDS participants through education in Japanese universities, and establishment of the research and human network, but also various follow-ups to ex-JDS participants. Further, the effective follow-ups will largely depend on understanding, cooperation and voluntary efforts by the Government of Bangladesh.

The follow-ups offered to the ex-JDS participants include the reporting session to be held straight after their returning home, which aim to report the Operating Committee regarding the achievement of the project goals, namely acquisition of technical knowledge about the development issue through obtainment of a Master's degree, the career plans and action plans utilizing research outcomes or accomplishment and the achievements of human network development in Japan. The supervisors of their belonging organizations are also invited to the reporting session to further ensure the achievements of the JDS by sharing how to utilize knowledge as well as the action plans of ex-JDS participants with the Operating Committee and the supervisors of the organizations.

In addition to confirming the achievements of the JDS in the reporting session held straight after returning home of the JDS participants, members of the Operating Committee visit workplace of the ex-JDS participants in Bangladesh. The visits aim not only to comprehend the mid- and long-term effects of the JDS by confirming how the ex-JDS participants utilize the outcome of the JDS in their workplace after certain period of their returning home but also to promote the more effective utilization of the ex-JDS participants and obtain understandings and cooperation for the program from their supervisor through the exchange of opinions with them. Based on the review of

JDS, the initiatives by Bangladesh government side is required in order to secure the number of applicants matching the objectives of the JDS and to make appropriate use of ex-JDS participants, sufficient understandings and cooperation from Bangladesh government side become more critical for the effective implementation of the program than ever. Especially, it is expected that the connection between ex-JDS participants and Japan as well as the link between the ex-JDS participants and the JDS should be maintained in order to promote understandings within the organizations by ex-JDS participants' playing active roles and/or the utilization of ex-JDS participants after returning to respective workplaces.

As the importance of proper posting of ex-JDS participants has been long recognized, Economic Relations Division of Ministry of Finance issued a request letter in February 2008, asking for the proper posting of the ex-JDS participants under the name of Chairperson of Operating Committee to the secretaries of the Ministry of Establishment and the Ministry of Planning. It is necessary to ask the Operating Committee to continue such an effort to secure the proper posting of the ex-JDS participants, which makes a foundation for the enhancement of effectiveness of the JDS.

With more than 120 of ex-JDS participants now, they had long called for establishing of an alumni association and finally formed the association in January, 2010. The Operating Committee has high expectations to the alumni association, and it is expected that Operating Committee could extend various support to the alumni association so that their activities get on the right track.

Bearing these situations in mind, the future follow-ups for ex-JDS participants should be expected to get not only the voluntary efforts by the Bangladesh government side, but the support by accepting universities. For instance, some accepting universities have founded the university-specific alumni to maintain their network with ex-JDS participants, conducted collaborative researches with them and cooperated with them and their organizations on survey/research projects by the university. Likewise, outcome of the program is expected to be further realized through organic follow-ups by the persons concerned of the JDS, who dispatch the JDS participants (Operating Committee) and who accepts them (universities) in addition to the follow-ups by the Bangladesh government side.

## Chapter. 3 Evaluation and Recommendation of the JDS

### 3-1. Effect of the JDS

As already stated, the JDS intends to develop human resources including young government officials who are expected to be leaders of a country with specialty involving themselves in solving the socio-economic development issues, and to allow the participant fostered through the JDS to actively contribute to a solution to development issues. To effectively implement the JDS towards the achievement of these purposes, project objective (overall goal and project objective) have been set by component (see Appendix 6: Basic Plan for Sub-Program). Since the project for human resource development would be found effective in the long-term perspective, the project objective, particularly the project goals that are the achievement goals at the time of project completion, must be at most acquisition of knowledge necessary to solve the development issues concerned; however, it is expected that such goals will be ultimately led to “their active contribution to a solution to the development issues in their country” for JDS participants to effectively utilize the acquired knowledge after returning home and to get the opportunities or occupations for such utilization by the organizations they belong to.

The followings show the indicators to measure achievement of the project objective. These indicators common in all components have been set considering the perspective above:

- Percentage of JDS participants who have acquired master’s degree
- Percentage of ex-JDS participants who are assigned to a department that concerns the process of policymaking and institution building in their specialized field

The indicator “Percentage of JDS participants who have acquired master’s degree” has been highly achieved through encouragement of application targeting the personnel matching the purpose of the program at the time of recruitment or the organizations associated with the target areas, basic academic knowledge or learning abilities, selection based on basic education, and various supports and regular monitoring (management of their academic, life and health issues and advising through an interview) for the JDS participants in Japan. The achievement rate as of October 2009 reaches 99%. The recent review of the conventional JDS through this survey has involved the revision in recruitment and selection of the JDS participants such as specifying the organizations where the participants belong. Further, it was also revised that accepting universities have been requested to provide curriculums contributing to a solution to the development issues of the target country, expecting continuous achievement of such goals.

As for the indicator “Percentage of ex-JDS participants who are assigned to a department that concerns the process of policymaking and institution building in their specialized field”, the return to previous belonging organizations of government officials has been complied with by the

Government Order<sup>20</sup> issued to the JDS participants from the organizations where they belonged to before coming to Japan, however, proper posting of ex-JDS participants is still an issue to be resolved.

### 3-2. Complementing the Project Evaluation Indicators and Collecting Data

As stated above, the project goals seem feasible in conjunction with the reviewed JDS. However, such review has been encouraged by further expectations for direct contribution to the development of the target country, by clearly positioning the JDS in the bilateral ODA program, fostering human resources contributing to the development issues of the target country, and involving such human resources in the relevant governmental organizations in charge of such development issues. In other words, the JDS participants are expected to improve the abilities, knowledge and skills required by the organizations they belong to, and to work for the organizations after they return home. On the other hand, it is expected that accepting universities provide JDS participants with education to improve the capacity of human resource in the development issues in a target country. Therefore, it seems necessary to collect and accumulate the information that supplements the evaluation indicators at the time of completion for more multilateral evaluations, in addition to the two evaluation indicators shown in the Basic Plan of the Sub-Programs.

Regarding measurement of the project effect in conjunction with the JDS review, various types of measurement as the overall measurement including project management or progress could be available, including measurement of the independence of the relevant ministries and of how much the JDS participants become active after they return home. Nevertheless, considering the background of the JDS review and paying attention to the function of management of the fresh information of the participants through monitoring, which is one of the features of JDS, collection of the data on the “ability improvement of the JDS participants” and “appropriateness of university curriculums” mainly utilizing the function are proposed. Both aspects survey the JDS participants themselves, but, as an objective evaluation, it is intended to implement hearing to the supervisors of the organizations to which the participants belong to and the academic supervisors of accepting universities as well regarding the “ability improvement of the JDS participants”.

#### (1) Data contents

The “ability improvement of the JDS participants” focuses not on the specializations of each JDS participant which can be evaluated only by the experts of the research field concerned, but on

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<sup>20</sup> In Bangladesh, Government Order is issued to the government officials as JDS participants from the organizations where they belong to before leaving Bangladesh. Under the Government Order, participation in JDS is regarded as “On duty” or “Leave”.

the abilities necessary for general government officials, to collect the data about transition of such abilities through the JDS. In detail, the transition data are about skills and thinking abilities including “scientific investigating and analyzing abilities” and “logical thinking abilities”, and about attitude such as “ethics” and “disciplines”.

The appropriateness of university curriculums against a solution to development issues has been confirmed by examining the curriculums provided by universities in the survey. Therefore, the data about whether the provided curriculums have been put into implementation and have contributed to the development issues in practice should be collected through hearing to the JDS participants.

(2) How to collect data

The data will be collected after the participants arrive in Japan, during enrollment, upon graduation and after their return home (re employment) . The data collection after their arrival in Japan and during enrollment will be done at regular monitoring to be implemented, and the evaluation session inviting the JDS participants by each university or graduate school held right before they return home should be the timing for data collection upon graduation. Data collection after participants’ return home is held once within a year after their return.

The data from supervisors of the organizations is collected through an e-mail before and after the participants study in Japan. And a questionnaire for the data collection is distributed and collected from academic supervisors when they are requested to give a comment to the last monitoring report of the guiding participants. (See Table 9)

**Table 9: How to collect data**

When to collect	Target	Medium (form)	Data content	Remarks
Before the participants’ arrival in Japan	Supervisors of the organization which concerned JDS participants belong to	Questionnaire survey	Transition of the abilities of the JDS participants	
After the participants’ arrival in Japan	JDS participants to come to Japan in the fiscal year concerned	Questionnaire survey (Regular monitoring)	Transition of the abilities of the JDS participants	
During enrolment of the participants	JDS participants who came to Japan in the previous fiscal year	Questionnaire survey (Regular monitoring)	Transition of the abilities of the JDS participants	
Upon graduation of the participants	Academic supervisors who supervise graduating JDS participants	Questionnaire survey (Regular monitoring)	Transition of the abilities of the JDS participants	

	JDS participants to graduate from university	Questionnaire survey (Evaluation session)	Transition of the abilities of the JDS participants Appropriateness of the university curriculums	
After participants' returning home	Returned JDS participants	Questionnaire survey	Transition of the abilities of the JDS participants	Use of alumni lists
	Supervisors of the organization which concerned JDS participants belong to	Questionnaire survey	Transition of the abilities of the JDS participants	

See Appendix 9 for the proposed question items.

### (3) Effects anticipated after data collection

The certain rules and relevance of the accumulated data will be analyzed to improve the future program operation.

### 3-3. Recommendations

The following shows the recommendations obtained through the Survey:

#### (1) Involvement of Managing Organizations in JDS from the 2<sup>nd</sup> batch and onwards

The JDS for Bangladesh has adopted open recruitment system, and the application documents should be prepared and submitted by the applicants to the agency entrusted with the implementation of the program (preparatory survey consultant for this year), not by the Managing Organizations like in other JDS implementing countries. Therefore, the roles of Managing Organizations in the Preparatory Survey were mainly participation in the exchange of views with accepting universities and the encouragement of application inside their organizations. From the 2nd batch onwards, it is important for the Managing Organizations to assume the role of the encouragement of application inside their organizations since Managing Organizations are strongly related to each component, and that they have large number of B.C.S. Cadres who can be involved deeply in the solution of issues in the component.

#### (2) Newspaper advertisement by Bangladesh government side

Newspaper advertisement for public announcement, one of the effective tools for the open recruitment to promote application under the previous JDS, was placed at the expense of Bangladesh government side in the Preparatory Survey for this year. Usually, more than half of applicants are from local organizations. Also, not only in local areas but also in Bangladesh in general, IT environment is limited, and the effect of newspaper advertisement for dissemination of

public announcement information is high. In fact, 14% of applicants answered that they obtained the public announcement information from the newspaper advertisement at the selection of this year. It is recommended that newspaper advertisement should be continued under the initiative by Bangladesh government side for the future JDS, in addition to the distribution of application documents, poster displays and cooperation in the holding of seminars.

### (3) Proper posting of the ex-JDS Participants

As referred as an indicator in the Basic Plan for Sub-Programs, posting of the ex-JDS participants to the workplaces where they can directly utilize the outcome of the JDS is the important assumptions which the success of JDS largely depends on. In Bangladesh, it is common for most of the B.C.S. Cadres to be transferred to local organizations and ministries in a cross-sectoral manner. Therefore, the support for the career planning based on the specialized area of ex-JDS participants and measures for the posting of ex-JDS participants in the proper workplace by Bangladesh government side are essential elements affecting the success of JDS.

### (4) Securing of sufficient recruitment and selection periods and implementation methods for English language examination

Although the process of recruitment and selection of the 1st batch implemented as part of Preparatory Survey for this time had only a limited period for recruitment, the number of applicants reached almost the same level as previous years of implementation of the program. This owes to the high penetration of and high expectation to the JDS within the Government of Bangladesh as a result of accumulation of implementation of the JDS so far.

English language examination (IELTS) was conducted as mandatory for all applicants and the results were planned to be used by the accepting universities as reference during the first selection (document screening) under New system. However, due to the test schedule of IELTS and time restriction in the JDS selection, the results could not be submitted to accepting universities within the document screening period. Therefore, the results of English language examination were used as reference information during the second selection (technical interviews).

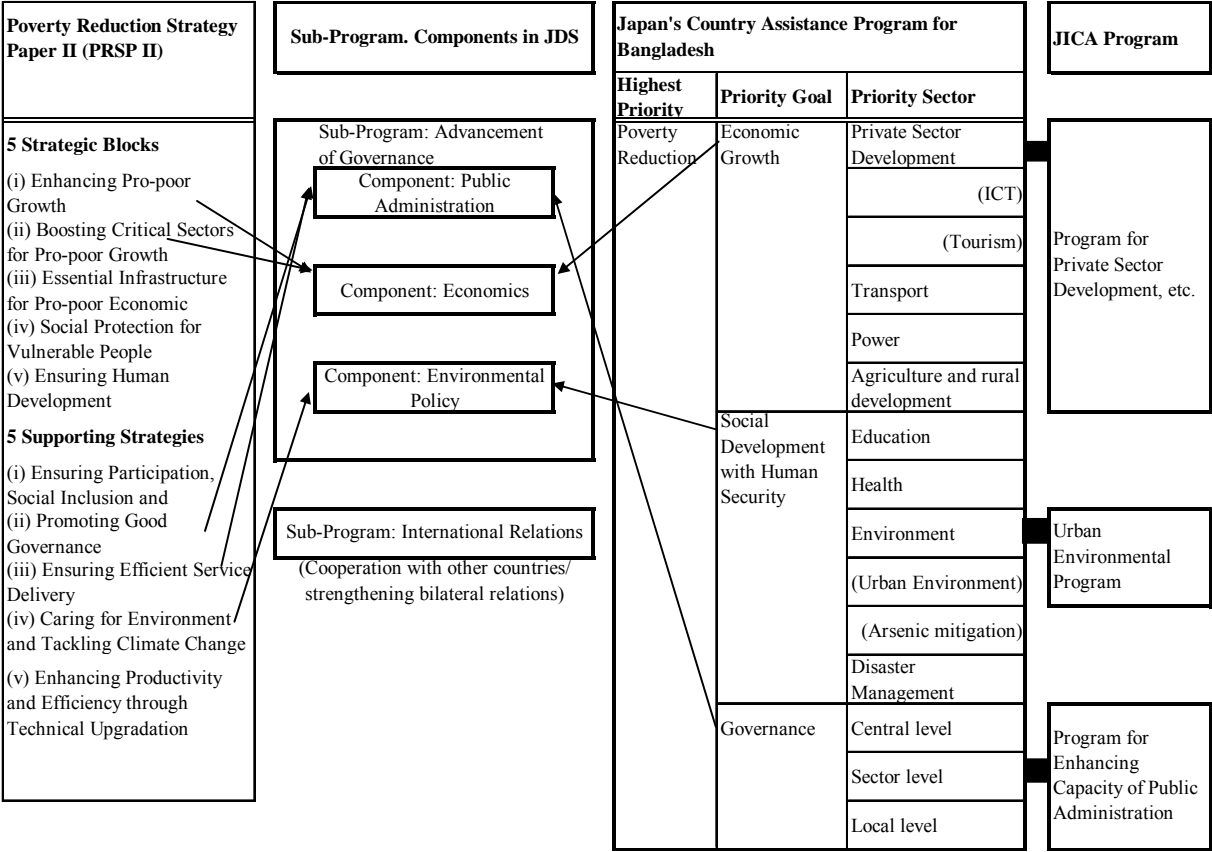
In order to avoid such a case, it is desirable from the selection of next batch onward to make a selection schedule, considering the official test schedule of English language examination.

## 3-4. Relevance of the JDS

As stated in the first section “1-1-1”, the JDS as a whole has been reviewed since fiscal 2008 to strengthen the preliminary survey in order to clarify the positioning of the JDS considering collaboration with the development issues faced by the target country, the JICA programs and the Japan’s Country Assistance Program for Bangladesh. The review also aims to further understand the needs of the target country through the field survey as well as improving the matching with

accepting universities capable of offering the educational program that could satisfy such needs. Taking into consideration the purposes and background of such review, the relevance of the JDS will be verified from the viewpoint whether the JDS is consistent with: (1) the development issues (needs) of Bangladesh; (2) the Japan's Country Assistance Program for Bangladesh; and (3) the cooperation programs of JICA.

The figure below shows the relation of the Sub-program/components set based on the Bangladesh's needs to develop human resource through the JDS, and the development issues of Bangladesh and the Country Assistance Program for Bangladesh and the corresponding JICA programs (Fig. 3). This figure indicates that each component corresponds to the target priority areas in the development issues of Bangladesh or Japanese Assistance Program.



Sources: Moving Ahead: National Strategy for Accelerated Poverty Reduction II (2009-2011) (2009), Country Assistance Program of Bangladesh (2006) (Ministry of Foreign Affairs), List of Field Issues Assumed in the Target Country of the JDS (JICA)

**Fig. 3: Positioning of the JDS in the relationship between the development plan of Bangladesh and Japanese ODA**

(1) Consistency with development issues (needs) of Bangladesh

As in 1-1-2, development program of Bangladesh has been consolidated as PRSP-II. The



current PRSP-II was formulated in 2008 and named the five strategic blocks ((i) Enhancing Pro-poor growth, (ii) Boosting critical sectors for pro-poor growth, (iii) Essential Infrastructure for Pro-poor Economic Growth, (iv) Social Protection for Vulnerable People, and (v) Ensuring Human Development) and the five supporting strategies ((i) Ensuring Participation, Social Inclusion and Empowerment, (ii) Promoting Good Governance, (iii) Ensuring Efficient Service Delivery, (iv) Caring for Environment and Tackling Climate Change, and (v) Enhancing Productivity & Efficiency through Technical Upgradation)

Table 10 shows the results of comparison between these strategic blocks and supporting strategies and Sub-Programs/Component, indicating that the consistency is ensured.

**Table 10: Consistency with development issues (needs) of Bangladesh**

Strategic Blocks/ Supporting Strategies	Sub-Program/ Component
Promoting Good Governance, Ensuring Efficient Service Delivery	Advancement of Governance/ Public Administration
Enhancing Pro-poor Growth Boosting Critical Sectors for Pro-poor growth	Advancement of Governance/ Economics
Caring for Environment and Tackling Climate Change	Advancement of Governance/ Environmental Policy
—	International Relations/ International Relations

As for the component, “International Relations”, it is not directly related to the strategic blocks of PRSP-II, however, creating sound diplomatic relations with neighboring countries is a prerequisite for economic growth, and collaboration with other countries is indispensable for tackling global issues such as climate change. From this perspective, it can be said that setting of this component in JDS has a significant meaning.

As in the following sections for the consistency of JDS with the Japan’s Country Assistance Program for Bangladesh, it is clear that approaches by JDS respond to the strategic blocks/ supporting strategies of PRSP II that are matched to target priority area of the Japan’s assistance policy, based on the concept of “selection and concentration” to ensure that the limited resources in JDS should be effectively utilized

(2) Consistency the Japan’s Country Assistance Program for Bangladesh

As mentioned in the section 1-3, the Japan’s Country Assistance Program for Bangladesh set out the following priority goals and sectors as assistance policy to support poverty reduction, which is the most pressing challenge for Bangladesh:

Priority Goal	Priority Sector
Economic growth	Private sector development, Transport, Power, Agriculture and rural development
Social development with human security	Education, Health, Environment, Disaster management
Governance	Governance

As in the Table 11 below showing the results of comparison between these priority sectors and Sub-Programs/Component set in the discussion with the Operating Committee in April and July in 2009, Sub-Program/Components are set in consideration with the contribution and collaboration to each priority goal and the table also indicates that the consistency is ensured.

**Table 11: Consistency with the Country Assistance Program for Bangladesh**

Priority Goal	Priority Sector	Sub-Program/ Component
Governance	Governance	Advancement of Governance/ Public Administration
Economic Growth	Private sector development, Transport, Power, Agriculture and rural development	Advancement of Governance/ Economics
Social Development with Human Security	Education, Health, Environment, disaster management	Advancement of Governance/ Environmental Policy
—	—	International Relations/ International Relations

As for the component of “International Relations”, the Country Assistance Program for Bangladesh refers to building a foundation for international cooperation on various global and regional challenges of importance and strengthening ties as a trade and investment destination as a significance of provision of assistance for Bangladesh. Based on these points, this component can be positioned as part of strategic assistance for the strengthened bilateral relations.

### (3) Consistency with the JICA programs

The Table 12 shows the comparison between JICA programs implemented in Bangladesh and Sub-Programs/Component. Three components other than “International Relations” are associated with the JICA programs or individual projects. Therefore, the JDS in Bangladesh could be regarded as related to the JICA programs through developing the human resources in charge of policies,

planning, implementation, operation and management.

**Table 12: Consistency with the JICA programs**

Priority Area	Program	Sub-Program/ Component
Governance	Program for Enhancing Capacity of Public Administration	Advancement of Governance/ Public Administration
Economic Growth	Program for Private Sector Development, etc.	Advancement of Governance/ Economics
Social Development with Human Security	Urban Environmental Program	Advancement of Governance/ Environmental Policy
—	—	International Relations/ International Relations

3-5. Conclusion

Bearing in mind the purposes and features of the JDS, this Preparatory Survey investigated the needs to develop human resources corresponding to the sub-programs/components set based on the national development plan of the target country or the Japan’s Country Assistance Program. It also surveyed to locate potential candidates in the target organizations or other places which were supposed to be associated with the sub-programs/components concerned (see Section 2-2-1 (2)) to develop the four-year JDS scale and the proposal for the program plan of each sub-program/component (Basic Plan for the Sub-Programs (draft)). Moreover, as the JDS was deemed very relevant the development issues of Bangladesh, the Japan’s Country Assistance Program for Bangladesh and the cooperation programs of JICA according to Section 3-4, the JDS is regarded as significant enough to be implemented.

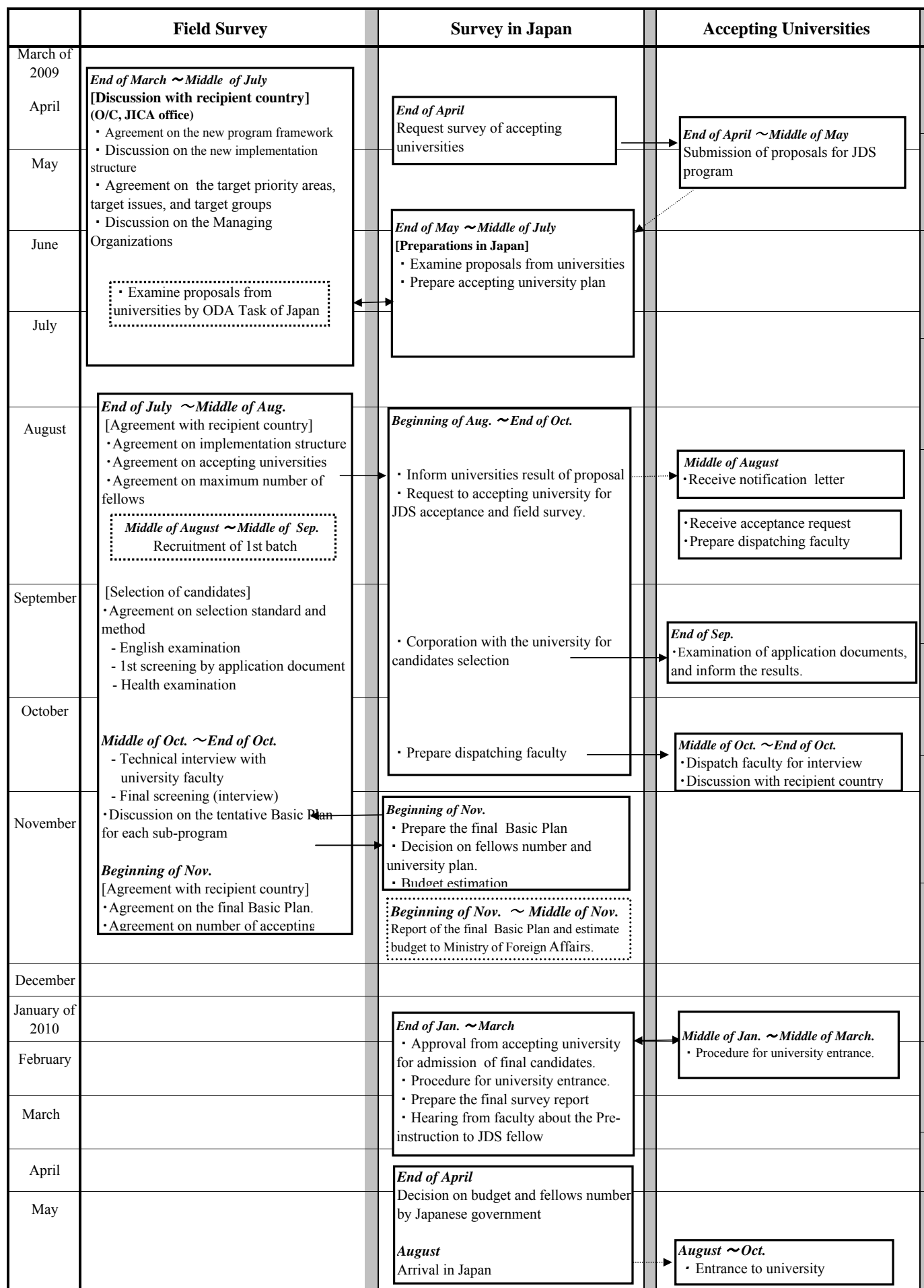
However, the various needs in relation to human resource development necessitates the JDS to be put into implementation, while carefully observing the technical knowledge to be acquired through education in Japan or the human resources to be developed in the target organizations.

The JDS is expected to be found effective from the perspective of its purpose: “acquisition of technical knowledge through earning a Master’s degree” when the JDS is implemented and operated bearing in mind those mentioned above, and the programs corresponding to the needs of Bangladesh are offered by accepting universities for four years. Nevertheless, it is necessary, as stated before, that the impact of the human resource development program should be measured from the long-term perspective of how far the “acquired” knowledge is made use of and given back to society.

**Member List of the Survey Team**

Eiichiro Cho	Leader	Senior Representative, JICA Bangladesh Office
Jin Hirosawa	Cooperative Planning	Representative, JICA Bangladesh Office
Noriyuki Nakano	Survey Planning	Deputy Director, International Student Division, International Student Department, JICE
Ayako Sakashita	Acceptance Planning/Cost Estimation	International Student Division, International Student Department, JICE
Noriko Akazawa	Acceptance Coordination	International Student Division, International Student Department, JICE

Flowchart of the Preparatory Survey of JDS



**List of Concerned Organizations and Persons in Bangladesh**

Date	Persons Concerned	Remarks
July 27 <sup>th</sup> , 2009 16:30-17:30 17:30-18:30	[Ministry of Finance] Mr. Md. Mosharaff Hossain Bhuiyan, ndc. Additional Secretary, Economic Relations Division  Dr. Nurul Alam Khan Deputy Secretary, Economic Relations Division,  [Ministry of Planning] Mr. MD. Enayat Hossain Deputy Chief, Socio-Economic Infrastructure Division, Planning Commission  [Ministry of Education] Mr. Ranjit Kumar Sen Deputy Secretary, University Section,  [Embassy of Japan in Bangladesh] Mr. Masami Tamura, Counselor Mr. Yuichi Inagaki, Second Secretary  [JICA Bangladesh Office] Mr. Eiichiro Cho Senior Representative Mr. Jin Hirosawa Representative	Discussion between Operating Committee (O/C) members and JICA Preparatory Survey Team/ The 1 <sup>st</sup> O/C Meeting
July 28 <sup>th</sup> , 2009 13:15-13:50  15:30-16:10  16:30-17:00	[Bangladesh Bank] Mr. Sudhir Chandra Das General Manager, Human Resource Department Ms. Husne Ara Shikha Joint Director, Offsite Supervision Department  [Ministry of Environment and Forest] Mr. Martuza Ahmed Joint Secretary Mr. Md. Billal Hossain Director (Admin. And Dev.) Mr. Md. Mozaharul Islam Deputy Conservator of Forests Mr. Md. Abul Kalam Azad Analyst, Department of Environment  [Ministry of Establishment] Mr. Quazi Md. Anwarul Hakim Mr. Vankham Deputy Secretary, Foreign Training Section	Discussion between Managing Organization (M/O) and JICA Preparatory Survey Team
July 29 <sup>th</sup> , 2009 15:30-16:30	[Ministry of Foreign Affairs] Mr. Mollah Farhadul Islam Director, Far East Wing Ms. Islat Ara Assistant Secretary, Far East Wing	Discussion between M/O and JICA Preparatory Survey Team

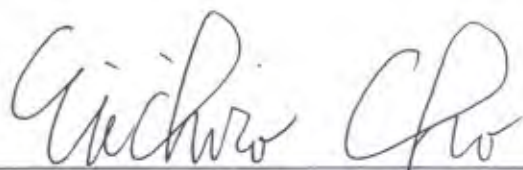
MINUTES OF DISCUSSIONS  
ON THE PREPARATORY SURVEY OF  
THE JAPANESE GRANT AID  
FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP  
TO THE PEOPLE'S REPUBLIC OF BANGLADESH  
UNDER NEW SYSTEM

The Preparatory Survey Team (hereinafter referred to as "the Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Eiichiro Cho, was dispatched to the People's Republic of Bangladesh (hereinafter referred to as "Bangladesh") from July 26<sup>th</sup> to 29<sup>th</sup> for the purpose of working out the planning on the program of the Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as "JDS") to be applied under the new system.

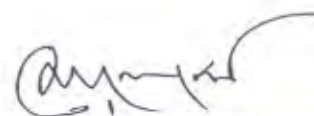
During its stay, the Team exchanged views and had a series of discussions with the Operating Committee of the JDS (hereinafter referred to as "O/C") following the discussion referred to as the "MINUTES OF DISCUSSIONS ON THE PLANNING OF THE JAPANESE GRANT AID FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP TO THE PEOPLE'S REPUBLIC OF BANGLADESH," signed between Economic Relations Division, Ministry of Finance in Bangladesh and JICA on the 20<sup>th</sup> April, 2009 (hereinafter referred to as "the M/D on 20<sup>th</sup> April, 2009").

As a result of discussion, both sides reached common understanding concerning matters referred to in the document attached hereto.

Dhaka, July 27, 2009



Eiichiro Cho  
Leader  
Japanese Preparatory Survey Team  
Japan International Cooperation Agency  
Japan



Md. Mosharraf Hossain Bhuiyan, ndc.  
Additional Secretary  
Economic Relations Division  
Ministry of Finance  
People's Republic of Bangladesh

## THE ATTACHED DOCUMENT

## I. Operating Guidelines

“The Operating Guidelines of the Japanese Grant Aid for Human Resource Development Scholarship under the New System” (ANNEX-II) was explained by the Team and O/C has agreed to it as a principle framework of the JDS under new system.

## II. Maximum Number of JDS Participants

Both sides have agreed the total number of JDS participants for the first batch in Japanese fiscal year 2010, is at maximum fifteen (15), and in principle this maximum number would be applied for forthcoming continuous four batches.

O/C requested Japanese Government through the Team to consider the possibility of increasing the number of JDS participants (at least up to five (5)) in forthcoming years.

## III. Maximum Number of JDS Participants for each Component and each Accepting University

Both sides have agreed the maximum numbers of JDS participants for each Component as follows.

## (1) Sub-Program (Priority area): Advancement of Governance

## 1) Component (Development issue): Public Administration

Maximum number for the Component: 6 (six)

## 2) Component (Development issue): Economics

Maximum number for the Component: 5 (five)

## 3) Component (Development issue): Environmental Policy

Maximum number for the Component: 2 (two)

## (2) Sub-Program (Priority area): International Relations

## 1) Component (Development issue): International Relations

Maximum number for the Component: 2 (two)

The Team explained O/C the list of candidate universities and graduate schools for each component, which was prepared by JICA through the first screening.



Bangladesh side expressed a strong preference to send the participants to more than one university in the field of Public Administration and Economics. Accordingly the following universities with the maximum number of accepting participants were selected and agreed by both sides.

Sub-Program (Priority area): Advancement of Governance

Component (Development issue): Public Administration

Accepting university: Yamaguchi University, Meiji University, Kyushu University

Maximum number: 2 (two) each

Component (Development issue): Economics

Accepting university: Ritsumeikan University, Hiroshima University

Maximum number: 3 (three) for Ritsumeikan University and 2 (two) for Hiroshima University

For the field of Environmental Policy, the agreed University is as follows.

Component (Development issue): Environmental Policy

Accepting university: University of Tsukuba

For the field of Internal Relations, the agreed University is as follows.

Sub-Program (Priority area): International Relations

Component (Development issue): International Relations

Accepting university: International University of Japan

#### IV. Research Areas in JDS

Research areas based on the each component (development issues) were identified and shall be notified to JDS applicants in order to indicate the direction of study/research of each JDS participant as well as to accepting universities in order to prevent the mismatching between the curriculum offered by accepting universities and the interests of JDS applicants.

(1) Sub-Program (Priority area): Advancement of Governance

1) Component (Development issue): Public Administration

Identified Research areas:

- Advancing effective administrative systems
- Decentralization and improvement of regional development
- Social development and climate change
- Strengthening of analysis, evaluation and planning in public policy

2) Component (Development issue): Economics

Identified Research areas:

- Ensuring balanced and stable fiscal management
- Promotion of attractive market and active industries
- Economic growth and climate change
- Advancement of administrative capacity to improve trade and investment

3) Component (Development issue): Environmental Policy

Identified Research areas:

- Building institutional capacity for environmental management
- Development adopting Clean Development Mechanism
- Environmental policy and climate change
- Socio-environmental considerations for development projects

(2) Sub-Program (Priority area): International Relations

1) Component (Development issue): International Relations

Identified Research areas:

- Strengthening of multilateral diplomatic relations focusing on development, trade, investment and finance
- Building-up closer relationship with Asian countries

## V. OTHERS

(1) Basic Plan for the Sub-Programs

In the course of the preparatory survey, the consultant employed for the implementation of the survey (hereinafter referred to as "the Consultant") will prepare "Basic Plan for the Sub-Programs" of each Sub-program/Component in consultation with O/C as well as accepting universities. "The Basic plan for the sub-programs" will be authorized by O/C and be used as a basis for the implementation and evaluation of the JDS program.

(2) Target Groups

JDS participants for the components of 'Public Administration' and 'International Relations' shall be selected from the confirmed members of Bangladesh Civil Service

(BCS) Cadre only.

(3) Managing Organization

1) The role of Managing Organization is to provide the information necessary to prepare the "Basic Plan for the Sub-Program". Accordingly the officials from Managing Organizations shall take part in the meeting with personnel from concerned accepting universities.

2) Ministry of Planning is also confirmed as one of the Managing organizations for the component of 'Public Administration'.

(4) Application Requirement

The application requirement remains the same as before with the age qualification being below 40 years of age on 1<sup>st</sup> April of the year of JDS participants' arrival in Japan.

(5) Recruitment of JDS applicants

The Consultant will distribute and accept application documents directly to/from applicants.

(6) Flowchart of the Preparatory Survey of the JDS

"Flowchart of the Preparatory Survey of the JDS (Revised)" (ANNEX-III) should be substituted to the "Flowchart of the Survey for Planning of the JDS" attached to the M/D on 20<sup>th</sup> April, 2009.

(7) Selection Flowchart of JDS (Bangladesh)

"Selection Flowchart of JDS (Bangladesh) (Revised)" (ANNEX-IV) should be substituted to the "Selection Flowchart of JDS (Bangladesh)" attached to the M/D on 20<sup>th</sup> April, 2009.

END

ANNEX I	Member list for discussion of Minutes of Meeting
ANNEX II	Operating Guideline of the Japanese Grant Aid for Human Resource Development Scholarship under the New System
ANNEX III	Flowchart of the Preparatory Survey of JDS (Revised)
ANNEX-IV	Selection Flowchart of JDS (Revised)

## ANNEX I Member list for discussion of Minutes of Meeting

Bangladesh Side

Economic Relations Division, Ministry of Finance

Md. Mosharraf Hossain Bhuiyan, ndc.	Additional Secretary
Dr. Md. Nurul Alam Khan	Deputy Secretary
Mr. Md. Saiful Islam	Senior Assistant Chief

Ministry of Planning

Mr. Md. Enayet Hossain	Deputy Chief, Socio-Economic Infrastructure Division, Planning Commission
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Ministry of Education

Mr. Ranjit Kumas Sen	Deputy Secretary (University)
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Japanese Side

Embassy of Japan


Mr. Masami Tamura	Counselor
Mr. Yuichi Inagaki	Second Secretary

JICA

Ms. Ummee Saila	Program Officer
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Preparatory Survey Team

Mr. Eiichiro Cho	Senior Representative, JICA (Team leader)
Mr. Jin Hirosawa	Representative, JICA
Mr. Noriyuki Nakano	Consultant, JICE
Ms. Ayako Sakashita	Consultant, JICE
Ms. Noriko Akazawa	Consultant, JICE




## Operating Guidelines of the Japanese Grant Aid for Human Resource Development Scholarship under the New System

June 2009

Japan International Cooperation Agency (JICA)

These operating guidelines apply to the Japanese Grant Aid for Human Resource Development Scholarship, which will be implemented through a new method from the Japanese fiscal year 2009.

### PART 1 Basic Principles

#### 1. Preface

The purpose of the Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as the "Japanese Development Scholarship" or the "JDS") Program is to support human resource development in countries that receive Japanese grant aid (hereinafter referred to as "recipient countries"), targeting highly capable, young government officials and others who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries in the 21st century by means of accepting them in Japanese universities as JDS participants. Under the JDS Program, JDS participants shall contribute to an expanded and enhanced foundation for bilateral relations between their countries and Japan as persons having well-rounded knowledge of Japan.

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

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

These guidelines prescribe general guiding principles which are to be followed regarding the operation of the JDS Program as a whole. They are to be based on the Exchange of Notes

(hereinafter referred to as the "E/N") concluded with the government of the recipient country when the Japanese government approves the implementation of grant aid (hereinafter referred to as the "Grant"). Also, they are to be based on the Grant Agreement (hereinafter referred to as the "G/A") concluded between the government of the recipient country when the Japan International Cooperation Agency (hereinafter referred to as "JICA") provides funds.

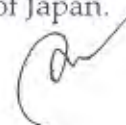
## 2. Overview of the Grant

### (1) Basic Concept

- (a) JDS is designed to foster exceptional human resources capable of working to resolve various development challenges in the recipient country in the future by imparting advanced expertise to them through studying abroad at Japanese universities. The recruitment, selection, and dispatch of JDS participants shall be conducted based on mutual agreement of the concerned officials from the two countries.
- (b) JDS is to help strengthen the partnership between Japan and the recipient country in the future by graduating a wide range of participants who are knowledgeable of Japan and have a friendly attitude towards Japan.
- (c) Considering that JDS Participants need to finish their study in Japan as soon as possible so that they can participate in the work of formulating policy and perform other duties in key positions in the core of the government, the degree to be offered to JDS participants shall, in principle, be master's degrees which require usually two years of study at universities. The language of study shall, in principle, be English. This is based on the recognition that efforts to solve the development issues that developing countries face are undertaken under international cooperation frameworks and on the assumption that ex-JDS participants will be active on the international stage after their return to their home countries.
- (d) For the purpose of the JDS Program which is to support human resource development, targeting highly capable, young government officials and others who are expected to engage in formulating and implementing social and economic development plans and to become leaders in their countries in the 21st century, the fields of study are mainly limited to "Social Science" such as Law, Economics, Public Policy.

### (2) JICA

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



### **(3) Implementing Organization**

The government of the recipient country shall entrust its duties related to implementation of the JDS Program to an agent based on a contract agreement entered between the recipient country and the agent.

### **(4) The Consistency with the Framework of Japan's Country Assistance Program**

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

### **(5) Japanese Accepting Universities**

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

### **(6) Eligible Organizations**

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

### **(7) Managing Organizations**

The eligible organization whose mission is most closely related to the each priority field of study shall be designated as the Managing Organization. The Managing Organization shall mainly take part in consultation with accepting universities, and cooperate in drafting the basic plan of the field of study. Also, in principle, the Managing Organization shall promote submission and acceptance of application documents to/from the eligible organizations of the field of study.

### **(8) Preliminary Survey**

Prior to the implementation of the JDS Program in the recipient country, JICA shall conduct a preliminary survey. The preliminary survey shall be conducted once in the first year of every

four year period to design the JDS Program for the period ( "A batch of" : JDS participants shall be accepted in each fiscal year of the four-year period constitutes one cycle of the JDS Program) and to select candidates of the first batch.

The major objectives of the preliminary survey shall be as follows:

- (a) To agree on priority fields of study for JDS participants
- (b) To Agree on accepting Japanese universities
- (c) To Agree on eligible organizations and managing organizations of each priority field of study
- (d) To prepare the basic plan of each priority field of study
- (e) To identify the number of potential candidates for the JDS Program; and,
- (f) To select the candidates for the first batch
- (g) To estimate overall costs of the first cycle, that is a period of four years, of the JDS Program
- (h) To agree on the procedures for application and matriculation of the JDS candidates

### (9) The Agent

After the conclusion of the E/N and G/A, JICA shall recommend the contractor of the preliminary survey as an agent (hereinafter referred to as "the Agent") to the recipient country.

The Agent, in accordance with a contract concluded with the government of the recipient country, shall perform the following duties toward smooth implementation of the JDS program:

- (a) To work on the recruitment and selection procedures of JDS candidates for the three batches following the first batch
- (b) To provide JDS candidates with information on study in Japan
- (c) To carry out matriculation procedures and make arrangements for trips to Japan for JDS Participants
- (d) To handle payment of tuition fees and scholarships
- (e) To provide orientation to JDS participants on both arrival and departure from Japan
- (f) To monitor JDS participants' progress
- (g) To organize an evaluation meeting upon graduation of JDS participants
- (h) To perform other duties necessary for JDS program implementation

### (10) The Operating Committee

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

The Operating Committee (hereinafter referred to as "the Committee") shall consist of government officials from the recipient country (diplomatic authorities, authorities in charge



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

The major roles of the Committee are as follows:

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

### **(11) Number of JDS Participants**

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

### **(12) Scope of Expenses covered by the Grant**

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

- (a) Expenses for the purchase of services necessary for implementing the JDS Program:  
Expenses for recruitment and selection of the second and subsequent batches, expenses for orientations, expenses for monitoring, and others
- (b) Expenses necessary for the JDS participants and accepting universities in Japan:  
Scholarships, allowances for travel to and from Japan, outfit allowances, accommodation allowances for rent, subsidiary allowances to purchase books, shipping allowances, traveling and seminar allowances, tuition fees, contract research expenses for university education, and others

## **3. Qualifications and Selection of JDS Participants**

### **(1) Qualifications and Requirements**

- (a) Nationality: Applicants must be citizens of the recipient country

- (b) Age: In principle, JDS participants shall be between the ages of 22 and 34 (both inclusive) as of the first of April of the fiscal year of their arrival in Japan.
- (c) Exclusion of military personnel: Applicants must not be serving in the military.
- (d) Persons who have strong will to work for the development of recipient countries after their return home.
- (e) Persons who have acquired a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible. Persons who are currently receiving or planning to receive another scholarship through other foreign assistance are ineligible as well.
- (f) JDS participants must be in good health, both mentally and physically.
- (g) Persons who have English proficiency that is fluent enough for studying in Japan.

## (2) Recruitment and Selection

### (a) Recruitment and selection policies

- ① The eligible organizations including the Managing Organization of each priority field of study shall invite applications for the JDS candidates from its own officials and submit its candidates to the Managing Organization. Recruitment from the public by the recipient country shall not be precluded if recruitment from the public is deemed to be reasonable.
- ② The Managing Organization of each priority field of study shall provide enough number of qualified candidates for JDS participants and under the guidance of the Committee, which is responsible for the selection of candidates.
- ③ The selection of JDS participants shall be unequivocally based on each person's academic abilities. The participants shall be determined through an examination of the application documents and interviews.

### (b) System for Selection

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

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## 4. Conditions for Study in Japan

### (1) Benefits

#### (a) Scholarships

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

#### (b) Term of Scholarship Payment, etc.

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

- ① A false statement has been found in the JDS participant's application.
- ② The JDS participant violates any article of his/her pledge to the recipient country.
- ③ The JDS participant is subject to disciplinary action by the university or has no prospect of academic attainment within the initially scheduled period of study.

### (2) Obligation to report

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

### (3) Follow up

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

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



## **PART 2 Contract with Agent and Verification**

### **1. Recommendation of Agent**

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

### **2. Contract Procedure**

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

### **3. References for the G/A**

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

"JICA extends its grant to the Government of (name of the recipient country) on the basis of the Grant Agreement signed on (date) between the Government of (name of the recipient country) and JICA concerning the Project for Human Resource Development Scholarship"

### **4. References to the number of JDS participants**

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

### **5. Scope of Work**

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

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

### **6. Period of Execution**

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

### **7. Contract Price**

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

words and that in figures, the price in words is deemed correct.

## 8. Verification of Contracts

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

## 9. Payment Procedure

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

Because the payment includes the JDS participants' living expenses in Japan, due care shall be taken to ensure that the payment is made on the designated date in a timely manner. Thus, the government of the recipient country must issue an Authorization to Pay without delay.

## 10. Responsibilities and Obligations of the Recipient Country

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

## 11. Amendments

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


The Amendment to the Contract shall clearly state that:

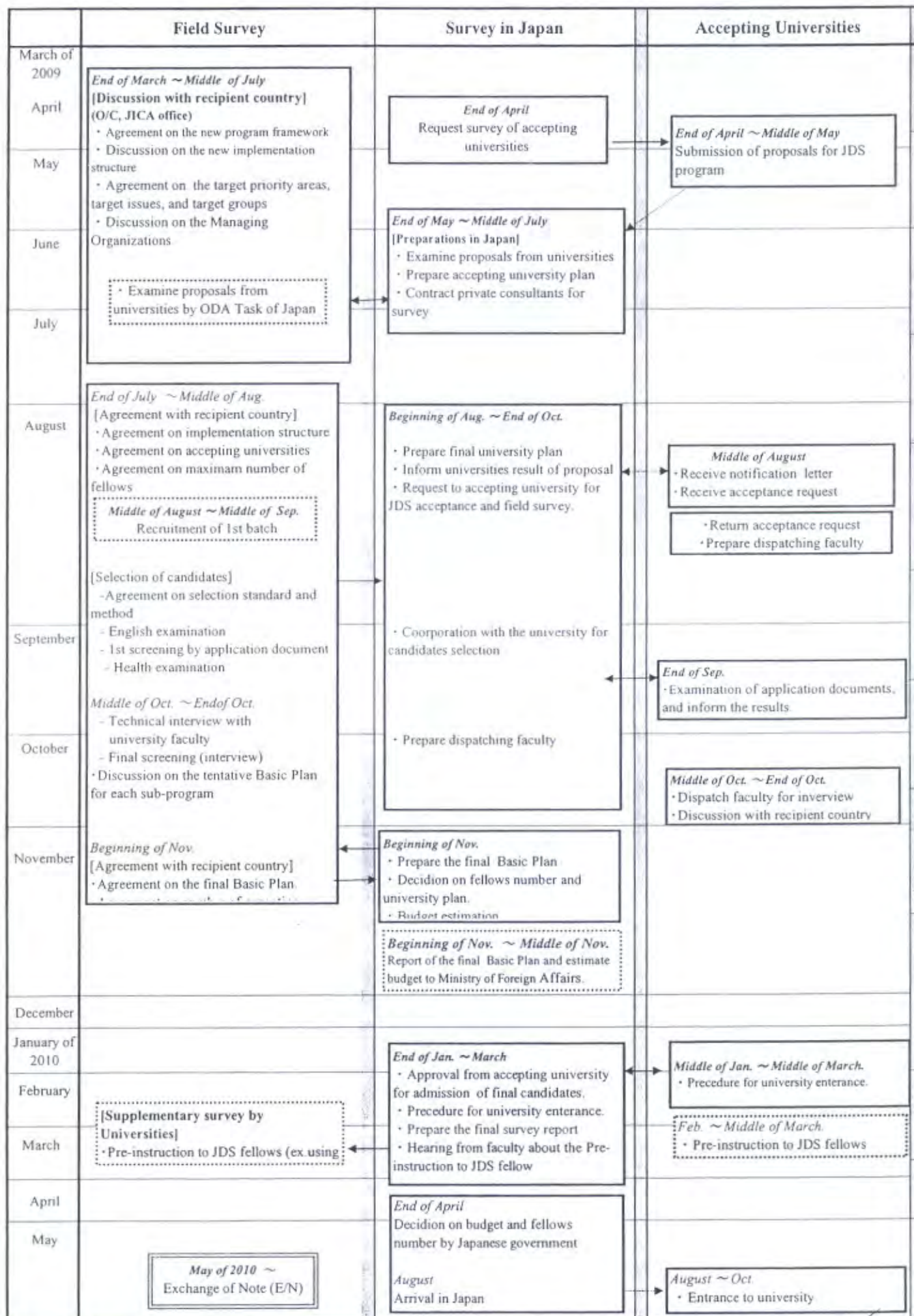
- (1) all the clauses except that (those) which is (are) amended, remain unchanged.
- (2) the Amendment to the Contract shall be verified by JICA to be eligible for the Grant.

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



END

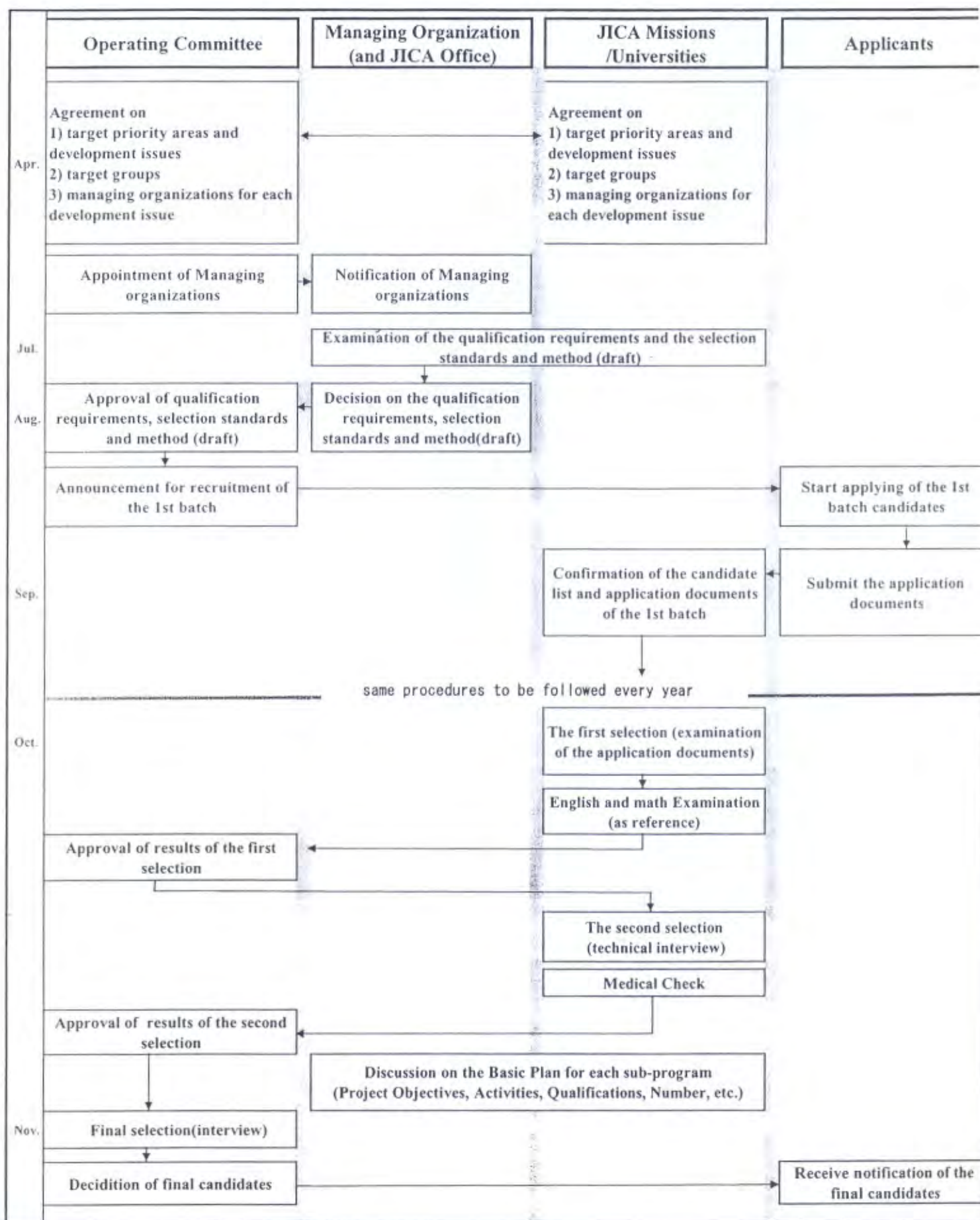




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Selection Flowchart of JDS (Bangladesh) (Revised)

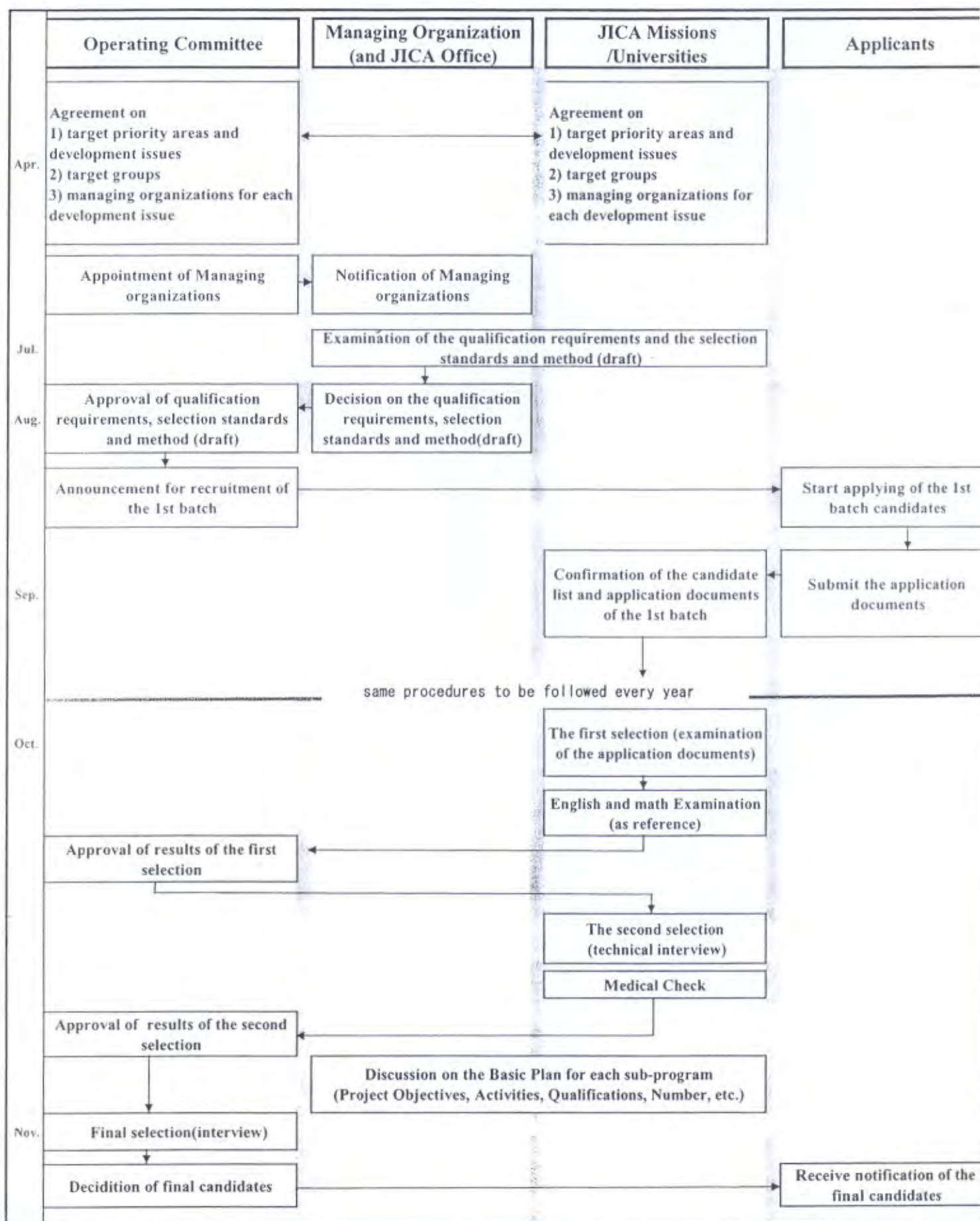


※As the target issues/groups of the four batches will be decided during the survey for planning, the target issues/organizations will not be discussed in the second and later years.

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Selection Flowchart of JDS (Bangladesh) (Revised)



※As the target issues/groups of the four batches will be decided during the survey for planning, the target issues/organizations will not be discussed in the second and later years.

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**The numbers of JDS participants to be accepted for the next four years under the JDS Program for Bangladesh (draft)**

Sub-Program	Component	Accepting University	Graduate School	Expected Number of JDS Participants				Total
				The 1st Batch	The 2nd Batch	The 3rd Batch	The 4th Batch	
1. Advancement of governance	Public Administration	Yamaguchi University	Graduate School of Economics	2	2	2	2	8
		Meiji University	Graduate School of Governance Studies	2	2	2	2	8
		Kyushu University	Graduate School of Law (CSPA)	2	2	2	2	8
	Economics	Ritsumeikan University	Graduate School of Economics	3	3	3	3	12
		Hiroshima University	Graduate School for International Development and Cooperation	2	2	2	2	8
		University of Tsukuba	Graduate School of Life and Environmental Sciences	2	2	2	2	8
2. International Relations	Environmental Policy	International University of Japan	Graduate School of International Relations	2	2	2	2	8
		Total			15	15	15	15

**Japanese Grant Aid for Human Resource Development Scholarship (JDS)**  
**Basic Plan for the Sub-Programs (Draft)**

**Basic Information of Sub-Program**

- |   |
|---|
| <ol style="list-style-type: none"> <li>1. Country: People's Republic of Bangladesh</li> <li>2. Sub-Program (JDS Target Priority Area): Advancement of Governance</li> <li>3. Operating Committee: Ministry of Finance, Ministry of Establishment, Ministry of Planning, Ministry of Education, Embassy of Japan and JICA Bangladesh Office</li> </ol> |
|---|

**Itemized Table 1**

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

**(1) Basic Information**

- |  |
|--|
| <ol style="list-style-type: none"> <li>1. Sub-Program (JDS Target Priority Area): Advancement of Governance</li> <li>2. Components (JDS Development Issues): Public Administration</li> <li>3. The Managing Organization: Ministry of Finance, Ministry of Establishment, Ministry of Planning</li> <li>4. Target Participants: Bangladesh Civil Service Cadre officers (No specification of target organization)</li> </ol> |
|--|

**(2) Background**

In Bangladesh, various issues including inefficient system in public administration and institutions, corruption, the law and order, and the weak judicial system impede the efficient and effective implementation of development projects. In “Moving Ahead: National Strategy for Accelerated Poverty Reduction II” in October 2008 (hereinafter referred to as PRSP II), the government named (1) Making parliamentary process effective, (2) Reforming and strengthening public service systems (including legal and judicial system reform), (3) Changing roles of law enforcing agencies, (4) Strengthening of local governments, (5) Promoting E-governance, (6) Combating corruption, (7) Ensuring human rights, and (8) Accesses to information, as priority areas in governance. Some major issues in the public administration are strengthening of civil service system and strengthening of local government. The section for career planning and training was set up under Ministry of Establishment in 2003 for the purpose of strengthening of the personnel management of senior government officials. However, the expected outcomes have not been achieved yet. In the area of local administration, the Ministry of Local Government Rural Development and Cooperatives, which is responsible for policies on this issue, has set up local government executive commissions to advance the strengthening of the local administration. However, the actual situation is that the commissions do not have functions as local governmental agencies, and the financial capacity and the human resource capacity are very low at each division, district, and union level. Regarding administrative service delivery, the services are not delivered on an equal basis to all residents, and the need has been identified as the provision of an environment in which the residents are able to receive the services equally.

Advancement of the governance is an important area that plays a key role in achieving the goals of poverty reduction and economic growth based on Bangladeshi government ownership, and there are a wide range of important issues in governance including reform of the civil service system, strengthening of the local administration and its service delivery, strengthening of the judicial system, and the prevention of corruption. To bottom up the administrative capacity, it is important to develop the human resources, who could

control the public administration at each of the central level to the local level.

**【Research Area】**

- Advancing effective administrative system
- Decentralization and improvement of regional development
- Social development and climate change
- Strengthening of analysis, evaluation and planning in public policy

**(3) The status of Bangladesh in Japan's ODA**

In the “Japan's Country Assistance Programme for Bangladesh (May 2006)”, “Governance” was determined as one of the three priority goals, and assistance by the “Capacity development on public administration” program is implemented for this field. This component constitutes a part of this area.

The Japanese government so far implemented the technical assistance project “Project for enhancing capacity of public service training in Bangladesh” with the purpose of improving the civil servant training system, and also implemented “Participatory rural development project (phase II)” with the purpose of enhancing the capacity of the public administration and the local residents in each local community.

This component, keeping in mind to construct the organic relationship with the above assistance by Japan, is expected to develop administrative officers who could deal with formulation, implementation, and management of policies for improving the public sectors such as improvement of the administrative systems, and decentralization.

**2. Cooperation Framework**

**(1) Project Objectives**

(1) Overall Goal:

To ensure that ex-JDS participants will help the government to improve their policymaking and institution building capacity in relation to advancing effective administrative system, decentralization and regional development, social development and climate change, and strengthening of analysis, evaluation and planning in public policy.

(2) Project Purpose:

To ensure that JDS participants who are/will be responsible for making public policies including reforms of administrative system and/or civil service reform will upgrade their skills on policymaking and institution building in relation to advancing effective administrative system, decentralization and regional development, social development and climate change, and strengthening of analysis, evaluation and planning in public policy.

**(2) Verifiable indicators**

- 1) Percentage of JDS participants who have acquired master's degree
- 2) Percentage of ex-JDS participants who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

**(3) Activities**

1. Graduate School of Economics, Yamaguchi University

Targets	Learning Contents
1) Before Coming to Japan	<ul style="list-style-type: none"> <li>▪ Learning outline of the graduate course and introductory courses of governance, finance, economics through pre-departure orientation and lectures by a dispatched faculty member. Also</li> </ul>

	receiving advices on their research areas and life in Japan. (Once a year for 2 <sup>nd</sup> to 4 <sup>th</sup> batch)
2) During the Stay in Japan	
Improvement of policy making skills	<ul style="list-style-type: none"> <li>▪ Participation in field trips to conduct research on central/local government institution for better understanding on Japanese administrative system. (Once in a year)</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Participation in intensive lectures by guest lecturers. (Once a year)</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Presenting the draft of Master's thesis at Master's thesis workshop. (Once a year)</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Acquiring basic method and techniques essential for policy making through academic writing courses.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Taking part in a course which corresponds to the needs of the country, based on the comments from the participants from Bangladesh</li> </ul>
3) After Returning Home	<ul style="list-style-type: none"> <li>▪ Presenting Master's thesis to officials of the government and foreign donors at a co-organized seminar with institutions in Bangladesh.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Attending follow up seminars and taking an interview on outcome of the study and utilization of the experience in Japan. Giving feedback on the course design (if any)</li> </ul>

## 2. Graduate School of Governance Studies, Meiji University

Targets	Learning Contents
1) Before coming to Japan	Under consideration
2) During the stay in Japan	
Improvement of quality of research	<ul style="list-style-type: none"> <li>▪ Attending special lectures by domestic and foreign researchers on topics relating to participants' research themes</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Participation in workshops on research papers aimed at developing intellectual exchanges between foreign and Japanese students</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Participation in field trips to the related site of public policy / administration to exchange views with the officials</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Taking part in special seminars on research paper writing for improving the quality of research results</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Attending special seminars on English research paper writing by native faculty members</li> </ul>
Support to everyday life	<ul style="list-style-type: none"> <li>▪ Using tutorial service by Japanese students</li> </ul>
3) After returning home	Under consideration

## 3. Graduate School of Law, Kyushu University

Targets	Learning contents
1) Before coming to Japan (except 1 <sup>st</sup> batch)	<ul style="list-style-type: none"> <li>▪ Receipt of materials for understanding on terminologies and its concepts in politics and public administration.</li> <li>▪ Participation in workshops, if arranged.</li> </ul>
2) During the stay in Japan	
Improvement of policy formulation ability	<ul style="list-style-type: none"> <li>▪ Acquiring basic manners and knowledge required for training and research in graduate school through attending “social science literacy” subject and “basic knowledge on law and political science” subject offered under “Exchange student platform curriculum”</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Participation in visit to local governments and exchange views with the local government staff</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Attending special lecture sessions with the aim of deepening understanding of Japanese society and current issues</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Taking part in internship if the problem of language barrier is cleared.</li> </ul>
Assistance to life in Japan	<ul style="list-style-type: none"> <li>▪ Using student tutor system as a support for participants’ smooth life in Japan</li> </ul>
3) After returning home	<ul style="list-style-type: none"> <li>▪ Participation in update seminar (once in a year)</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Sharing information and utilizing the opportunity of continuous learning through establishment of alumni association</li> </ul>

**(4)-1 Inputs from the Japanese Side**

1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

**(4)-2 Input duration and the number of JDS participants**

6 participants x 4 years= 24 participants Two year master’s courses
From the year 2010 (until 2012): 6 participants (2 each for Yamaguchi University, Meiji University and Kyushu University)
From the year 2011 (until 2013): 6 participants (2 each for Yamaguchi University, Meiji University and Kyushu University)
From the year 2012 (until 2014): 6 participants (2 each for Yamaguchi University, Meiji University and Kyushu University)
From the year 2013 (until 2015): 6 participants (2 each for Yamaguchi University, Meiji University and Kyushu University)

**(5) Inputs from the Bangladesh Side**

- 1) Dispatch of JDS participants
- 2) Preparatory activities  
(Brushing up of English proficiency of, and encouragement of Japanese language study to JDS participants before leaving for Japan, support for the pre-departure guidance by respective universities)
- 3) Support for JDS participants during the study in Japan  
(Support/cooperation for JDS participants to conduct research in Bangladesh)
- 4) Follow-up activities  
(Providing opportunities for ex-JDS participants to disseminate the knowledge acquired in Japan at their organizations or other target organizations, support for the follow-up activities for returned JDS participants by respective universities)

**(6) Qualifications**

- 1) Work Experience
  - To be a confirmed member of Bangladesh Civil Service (BCS) Cadre with at least two years of work experience as of April of the year of arrival in Japan
  - To be able to obtain a permission for JDS application from the belonging office
- 2) Other qualifications
  - Nationality: Bangladesh nationality
  - Age: Below 40 years old
  - Education: 16 years of school education at least with Bachelor's degree. At least 2 first divisions and no third division in HSC, SSC and Bachelor certificate
  - Adequate English proficiency for research activities in a Master's program
  - Those who have not been awarded or are not scheduled to receive other scholarship of master's degree program
  - Those who have not taken a master's degree overseas
  - Those who are not military personnel and military civilian employees registered on the active list. Those who are personnel on temporary leave from the active list.
  - Sound health to complete the graduate study for two years

[for Kyushu University only]

Those who have educational background relating to politics, sociology and law at undergraduate level are preferable. However, those who have practical experience and understanding on the followings as a government officer are more desirable.

  - To have the precise understanding on the policy making process in his/her country
  - To objectively grasp the diplomatic policy of the country and international evaluation towards his/her country

**3. Implementation Framework****(1) Accepting university**

1. Graduate School of Economics, Yamaguchi University
2. Graduate School of Governance Studies, Meiji University
3. Graduate School of Law, Kyushu University

**(2) Accepting university's experience in ODA-related activities**

1. Graduate School of Economics, Yamaguchi University
  - Activities based on the academic exchange agreement with the Department of Public Administration of Dhaka University

- Dispatching lecturers and holding special lectures to the Bangladesh Civil Service Administration Academy (BCSAA) under the Ministry of Establishment
- Japanese Government scholarship (Masters degree): 1 student (FY2008)

## 2. Graduate School of Governance Studies, Meiji University

- Implementation of JICA Group and Region-Focused Training Program “Local Governance Training Program (Training on Local Governments’ Administrative and Financial Reforms)”
- Cooperation with JICA’s technical cooperation projects in the governance-related fields as the members of the Domestic Support Committee, Evaluation Mission, Operating and Instruction Mission and so on.
- JICA Long-term training Program : 2 participants (FY 2008), 5 participants (FY 2009)
- Malaysian-government sponsored program : 2 students (FY 2008), 1 student (FY 2009)

## 3. Graduate School of Law, Kyushu University

- Japanese Government scholarship: 36 students (FY 2008)

### (3) Program Overview

#### 1. Graduate School of Economics, Yamaguchi University

This course provides students with the opportunity to learn basic theory and to acquire practical knowledge of public management and economic policy, and is structured in lecture format to ensure the clear understanding of policy issues as well as administrative weaknesses both in Bangladesh and in bodies/agencies dispatched. An overview of the curriculum is as below.

(1) As many of the students have a background in the natural sciences, Academic Writing is compulsory for them in the first year and the Graduate School lets them learn subjects such as guidelines to writing theses in the field of social sciences and social survey techniques. A special feature of the course is the concurrent study of the latest practical techniques essential to the improvement of skills and abilities as government officials such as policy making, understanding macro-economics indices and administrative assessment.

(2) Depending on the research area, students have the opportunity to take part in field trips to gain familiar experience of Japanese know-how. Additionally, Japanese government officials or consultants whose specialties are development of skills and abilities in accountability control are invited to help students put their logical understanding into practice after returning to their country.

(3) From October 2009, lectures will be inaugurated based on a new curriculum incorporating improvements taking into account broad consideration of the views of graduates, making it possible for students to study not only basic subjects relating to public administration, but also basic subjects teaching the economic analysis of development issues in developing countries as well as subjects directly reflective of development issues in developing countries. The course provides students with an environment that offers opportunity to engage in studies of the basics and application of public administration, economic analysis of development issues, analysis of individual development issues and problem-solving skills in a systematic and balanced manner.

(4) Based on an academic exchange agreement with the Department of Public Administration of Dhaka University, beginning in 2009, professors from Dhaka University will be invited for half a year every year both to take part in joint research into Bangladeshi public policy and to reinforce the research guidance system for participants. This year,

Professor Aka Firowz Ahmed, who also serves on the advisory committee for governmental administration reform is scheduled to be appointed in October as an expert in public policy administration in Bangladesh.

As well as the above regular curriculum, preparations are also currently underway to establish a **code-sharing class** using a video conference system in collaboration with major universities in countries throughout Asia.

## 2. Graduate School of Governance Studies, Meiji University

The curriculum of GSGS is designed to enhance the discipline of specialized fields related to global issues. It also aims to research issues such as political and administrative governance and corporate governance through which participants will examine how the government, private sector and citizens shall be involved in the management of society, based on the case study analysis of economic development and political and administrative reform of Japan and other countries after the WWII.

GSGS provides public administration program, international development policy program, community management program as core courses, and studies of the core courses include good governance, public management, decentralization, citizen participation, sustainable development, economic development cooperation, regional development, poverty reduction, crisis management, which are deeply related to the important and urgent issues that the global society is facing. Since the JDS participants from Bangladesh are government officials, the GSGS enriches its curriculum on political and administrative study which includes field trip to administrative institutions and exchange views with the officials, maximizing the opportunity to study in Japan.

Regarding the current development issues in Bangladesh, we provide students with an opportunity to acquire highly advanced knowledge and practical theories concerning such fields as studies on intergovernmental relationship, local government finances, local autonomy, public management and policy evaluation under public policy program, studies on international development policy under international development policy program, and studies on community development, disaster management and disaster prevention under community management program. We also offer practical courses to master scientific research and analytical methods necessary for writing Master's thesis.

## 3. Graduate School of Law, Kyushu University

The CSPA course looks at politics and administration through the lens of governance. To understand the concepts, the study topics are (1) cultivating problem analysis skills at three levels: global, national, and local, and (2) deepening understanding of policy decision processes and the relationship with actors and systems.

Starting in the October 2009 term, the Graduate School of Law will introduce two required subjects for JDS and all other exchange students as an "exchange student platform": Social Science Literacy, and Basic Knowledge on Law and Political Science, which ensures basic manners and knowledge required for training and research in graduate school. In addition, students gain more specialized knowledge by selecting subjects that meet their interests and needs, from among the basic subject groups of comparative politics, international politics, political science, and public administration, as well as from the specialized subject group of individual policy analysis (regions and policy regions). These subjects are offered in the form of regular weekly classes and intensive lectures by instructors from outside the University. The intensive lectures feature classes arranged according to the development issues each country faces that the JDS participants are dealing with. For example, Gender and International Politics, which deals with female empowerment issues, and Ethics of



Public Spaces, which covers legal and administrative analysis concerning corruption, are covered every other year.

In addition, we hold special lecture sessions about twice a term, to which we invite specialists from within Japan and overseas with the aim of deepening understanding of Japanese society and current events.

**Itemized Table 2****1. Outline of the Sub-Program/Component****(1) Basic Information**

1. Sub-Program (JDS Target Priority Area): Advancement of Governance
2. Components (JDS Development Issues): Economics
3. The Managing Organization: Ministry of Finance, Ministry of Establishment, Ministry of Planning, Bangladesh Bank
4. Target Participants: Bangladesh Civil Service Cadre officers and Class-1 officers of Bangladesh Bank (No specification of target organization due to the administrative system of Bangladesh)

**(2) Background**

In recent years, Bangladesh has achieved stable economic growth (around 6% growth in GDP). However, the inflation rate has been gradually increasing and reached the level of 7.2% for the year 2006/07. While the fiscal deficit remains at the level of 3.2% of GDP (for the year 2006/07), the level of revenues was low at 10.7%. From now on, the major challenge is to expand revenues in order to support development expenditures. The current balance of international balance and foreign debt went into the black in the year 2001/02 due to the large amount remittances from overseas workers, and the overall balance has also maintained a surplus. However, due to the slowing down of the growth of exports along with the effects of the global economic recession, the total amount of foreign currency reserves by the end of the year 2007/2008 was predicted to be at a level equivalent to 3.1 months of imports.

Although the Finance Division of Ministry of Finance is mainly responsible for the area of fiscal management, one issue being faced is that the Ministry of Finance is in charge of the fiscal budget and the budget for development comes mainly under the Planning Commission of the Ministry of Planning, and the link between the two bodies is weak. In addition, although the main responsibility for auditing has been separated from the Ministry of Finance and now lies with the National Board of Revenue, the allocation of budget and human resources still come under the administration of the government.

The necessity for reforms towards further economic growth from now on has been identified, such as reform of the financial sector, strengthening of the banking system, strengthening of exports, and the reform of the industrial sector.

It is necessary to develop human resources who, based on the above, will tackle the institutional issues such as operation of macro-economy in view of middle- and long-term vision, establishing sound financial basis, lack of consistency of policies preventing the economic growth, corruption, complexity of procedures, and lack of transparency.

**【Research Area】**

- Ensuring balanced and stable fiscal management
- Promotion of attractive market and active industries
- Economic growth and climate change
- Advancement of administrative capacity to improve trade and investment

**(3) The status of Bangladesh in Japan's ODA**

In the "Japan's Country Assistance Programme for Bangladesh", "economic growth" was determined as one of the three priority assistance fields, and the assistance is implemented, identifying the priority sectors to be "private sector development", "transport", "power", and "agriculture and rural development" that all support the economic growth which is the basis of the reduction of poverty. This component constitutes a part of the assistance.

The Japanese government implemented so far a development study, “Study on potential sub-sector growth for export diversification in Bangladesh” as an assistance for developing the private sector, and is considering an investment project for small- and medium-sized companies, etc., for the future view.

This component, with constructing the organic relationship with the above assistance by Japan in mind, is expected to develop capacities of administrative officers who will suggest, formulate and implement policies on vitalization of the industries, efficiencies of financial management, etc., and who will bear planning and formulating of national development plan and development projects plan under planning section at respective governmental ministries and agencies.

## 2. Cooperation Framework

### (1) Project Objectives

#### (1) Overall Goal:

To ensure that ex-JDS participants will help the government to improve their policymaking and institution building capacity in relation to ensuring balanced and stable fiscal management, promotion of attractive market and active industries, economic growth and climate change and advancement of administrative capacity to improve trade and investment.

#### (2) Project Purpose:

To ensure that JDS participants who are/will be responsible for making economic policies such as fiscal management, improvement of market and vitalization of industries, and improvement of trade and investment climate will upgrade their skills on policymaking and institution building in relation to ensuring balanced and stable fiscal management, promotion of attractive market and active industries, economic growth and climate change and advancement of administrative capacity to improve trade and investment.

### (2) Verifiable indicators

- 1) Percentage of JDS participants who have acquired master’s degree
- 2) Percentage of ex-JDS participants who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

### (3) Activities

#### 1. Graduate School of Economics, Ritsumeikan University

Targets	Learning contents
1) Before coming to Japan	Under consideration
2) During the stay in Japan	
Support for student life	▪ Receiving support for university and daily life in English
Focusing on basics of economics	▪ Attending a subject which is designed based on differences in academic and cultural backgrounds of the participants
3) After returning home	Under consideration

#### 2. Graduate School for International Development and Cooperation, Hiroshima University

Targets	Learning contents
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1) Before coming to Japan	
Support to pre-departure preparation	• Receiving study materials for pre-departure study and undergoing an assessment on the progress of the self-study by Teaching Assistant under PhD course through email.
	• Taking advice on the research theme from a supervisor through email.
	• Participation in pre-departure guidance by a faculty member dispatched from the university (under consideration).
2) During the stay in Japan	
Fostering policy formulation skills	▪ Participation in field observation visits to private companies and government organizations.
	▪ Taking part in the development study seminars and academies
	▪ Taking tutorial service
3) After returning home	
Follow up of participants and evaluation for the program improvement	• Receiving evaluation on acquired skills by survey on the degree of attainment
	• Participation in seminars organized by the university
	• Receiving support for the establishment and strengthening of alumni association

#### **(4)-1 Inputs from the Japanese Side**

<p>1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities</p> <p>2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)</p> <p>3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)</p>
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#### **(4)-2 Input duration and the number of JDS participants**

<p>5 participants x 4 year= 20 participants Two year master's courses</p> <p>From the year 2010 (until 2012): 5 participants (3 for Ritsumeikan University and 2 for Hiroshima University)</p> <p>From the year 2011 (until 2013): 5 participants (3 for Ritsumeikan University and 2 for Hiroshima University)</p> <p>From the year 2012 (until 2014): 5 participants (3 for Ritsumeikan University and 2 for Hiroshima University)</p> <p>From the year 2013 (until 2015): 5 participants (3 for Ritsumeikan University and 2 for Hiroshima University)</p>
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#### **(5) Inputs from the Bangladesh Side**

<p>1) Dispatch of JDS participants</p> <p>2) Preparatory activities</p>
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(Brushing up of English proficiency of, and encouragement of Japanese language study to JDS participants before leaving for Japan, support for the pre-departure guidance by respective universities)

3) Support for JDS participants during the study in Japan

(Support/cooperation for JDS participants to conduct research in Bangladesh)

4) Follow-up activities

(Providing opportunities for ex-JDS participants to disseminate the knowledge acquired in Japan at their organizations or other target organizations, support for the follow-up activities for returned JDS participants by respective universities)

## **(6) Qualifications**

### 1) Work Experience

- To be a confirmed member of Bangladesh Civil Service (BCS) Cadre with at least two years of work experience as of April of the year of arrival in Japan or Class-1 officer of Bangladesh Bank with at least two years of working experience in Bangladesh Bank as of April of the year of arrival in Japan
- To be able to obtain a permission for JDS application from the belonging office

### 2) Other qualifications

- Nationality: Bangladesh nationality
- Age: Below 40 years old
- Education: 16 years of school education at least with Bachelor's degree. At least 2 first divisions and no third division in HSC, SSC and Bachelor certificate
- Adequate English proficiency for research activities in a Master's program
- Those who have not been awarded or are not scheduled to receive other scholarship of master's degree program
- Those who have not taken a master's degree overseas
- Those who are not military personnel and military civilian employees registered on the active list. Those who are personnel on temporary leave from the active list.
- Sound health to complete the graduate study for two years

[For Hiroshima University Only]

- Those who have basic knowledge on economics.

## **3. Implementation Framework**

### **(1) Accepting university**

1. Graduate School of Economics, Ritsumeikan University
2. Graduate School for International Development and Cooperation, Hiroshima University

### **(2) Accepting university's experience in ODA-related activities**

1. Graduate School of Economics, Ritsumeikan University  
(FY2008)  
Japanese Government scholarship  
Asian Development Bank (ADB)  
Inter-American Development Bank (IDB)  
World Bank  
Indonesia Linkage Program
2. Graduate School for International Development and Cooperation, Hiroshima University
  - Mission of 21st COE Program "COE for Social Capacity Development for

Environmental Management and International Cooperation”

- Strategic Program for Fostering Environmental Leaders “Global Environmental Leaders Education Program for Designing a Low-Carbon Society” granted by Strategic and Creative Research Promotion Program of Ministry of Education, Culture, Sports, Science and Technology
- Government-sponsored scholarship (Master Program): 10 students (FY 2008)
- Ex-Post Evaluation of JBIC Projects “Rural Electrification Project in Bangladesh”
- “Report on the Country Assistance Evaluation of Bangladesh” compiled by the Office of Evaluation and Post Project Monitoring, the Ministry of Foreign Affairs in March 2002
- Government-sponsored scholarship students: 10 students (FY 2008)

### (3) Program Overview

#### 1. Graduate School of Economics, Ritsumeikan University

During the first year, studies are focused on the basic theory of economics and practical research methodology to build the necessary foundation for the drafting of economic and public policies and, at the same time, class subjects are arranged to enable setting of distinct research themes relating to economic and administrative policies in the students’ own countries through the study of the economic experiences of post-war Japan. During the first year in particular, each of the research themes of graduate students are polished based on debates among graduate students in foundation seminars and guidance from advisors. Additionally, practical education is provided as a part of foundation seminars through field work such as observation of factories in Japan. Furthermore, group guidance is provided in the form of lectures on academic writing for master’s theses.

During the second year, students begin theses writing based on their own research themes under the guidance of supervisory advisors (one principle examiner and one assistant examiner). Students can engage in research linked to lecture subjects in fields such as finance, international finance, public policy, economic development and environmental policy.

During the course of thesis writing, open seminars are held as an opportunity for interim presentations, final reports and presentations in order for students to gain the clearest possible idea about analytical method of research and thesis writing through mutual debate between large numbers of teachers and graduate students. Additionally, in the process of screening for awarding master’s degrees, oral interviews are held as examinations to determine whether or not the students satisfy the standard to obtain master’s degrees

With regard to learning of basic theory and verification methodology, multiple classes on basic theory are organized taking into account differences in academic backgrounds dependent on the students’ countries of origin so that the lectures and guidance will match to the situation of each student’s country of origin. Additionally, depending on the subjects and taking the schedule of students into consideration, supplementary lectures are provided during summer and spring vacations.

#### 2. Graduate School for International Development and Cooperation, Hiroshima University

In order to solve development issues, the Development Policy Course establishes the program consisting of the following three phases.

[Phase 1] Pre-training: The students whose acceptance is determined will acquire basic knowledge on economics to promote smooth learning after arriving to Japan. Specifically, texts of basic economics will be provided for students to have them study by themselves. At the same time, research papers and books along the research theme of each student will be introduced. The students will be required to

submit the reports regularly by e-mails and teaching staffs in charge will give them examinations to confirm the degree of their attainment.

[Phase 2] The Practical Education/Research: The students of the Development Policy Course study economics and related social science methodologies and policy applications with a focus on sustainable development in developing countries. The course is designed to develop student's ability to analyze socioeconomic problems that accompany the development process, such as poverty, environment and economic stability, and to explore how to prescribe economic policies and aid coordination in order to tackle these problems in practice. To tackle such problems, course in the Master's Program will be provided which include: International Cooperation; Economic Development I and II; Comparative Study of Economic Development; Development Finance; International Statistical Analysis; International Economic Policy; International Human Resource Development; Development Microeconomics; and Industrial Development. In research guidance centered on seminars, in addition to once-a-week seminar, more in-depth guidance (review of previous study, method of preparing papers and method of solving research themes) will be provided by carrying out research consultations with high frequency. Moreover, students' opportunities to present their research achievements and interact with experts will be actively broadened through tie-up with industry-academic-government research activities, research presentation at international academic conferences in Japan and holding of symposiums, etc. In the guidance for master's thesis, efforts will be made so that feedback from outside experts is obtainable through intermediate review of master's thesis and final presentation thereof. Through the said research guidance, the Course will aim at developing local human resources so that the students are immediately ready to work in the field after returning to their home country.

[Phase 3] Follow-up training: After JDS participants' returning to Bangladesh, evaluation will be made on their skills acquired at the Development Policy Course by carrying out the survey on the degree of attainment concerning: what kinds of policy issues they faced locally; what kinds of policies were used for solving the issues; and how much they were able to solve them. The evaluation results will be used not only for providing advices locally but also improving the next JDS Program.

**Itemized Table 3****1. Outline of the Sub-Program/Component****(1) Basic Information**

- |  |
|--|
| <ol style="list-style-type: none"> <li>1. Sub-Program (JDS Target Priority Area): Advancement of Governance</li> <li>2. Components (JDS Development Issues): Environmental Policy</li> <li>3. The Managing Organization: Ministry of Finance, Ministry of Establishment, Ministry of Planning, Ministry of Environment and Forest</li> <li>4. Target Participants: Bangladesh Civil Service Cadre officers (No specification of target organization due to the administrative system of Bangladesh)</li> </ol> |
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**(2) Background**

In the urban areas of Bangladesh, the concentration of the population in cities has accelerated and expanded in an uncontrolled way, and the urban areas with 20% of the total population of Bangladesh are facing many problems. Some of the problems are, environmental pollutions caused by waste disposal and water pollution, the insufficient provision of a basic urban infrastructure such as water and sewerage system, and the falling into slum wino caused by influx of the population from agricultural areas into the city slums. In order to achieve stable development and realize safe and healthy urban living conditions, it is unavoidable to tackle the enormous urban environmental issues. Taking into account the effects of climate change on the urban sectors in the future, formulation of plans for the improvement of water and sewerage system and waste management in Bangladesh shall be executed.

In addition, due to its location, Bangladesh will be one of the countries most directly affected by climate change. One of the most important issues in Bangladesh is to reinforce its ability to cope with disasters. At the same time, it is also required to tackle the challenges such as improving the energy efficiency and formulating measures to deal with urbanization, which enables both economic growth and mitigation of the impact of climate change, as well as advancing social development for the poor who will be greatly affected by the climate change. In PRSP-II, the Bangladesh government launched a policy of further enhancing the measures against the climate changes in the future development and, based thereon, the government just prepared in 2008 the new strategy and the action plan concerning the climate changes. Bangladesh is one of the partner countries of the Cool Earth Partnership advocated by the Japanese government.

For the issues concerning the environmental policies of Bangladesh, it is necessary to identify the responsibility of the government and establish the system and capacity to tackle them. Thus, it is also necessary to enhance the ability of government officers who can effectively implement the environment related development projects including the improvement of the infrastructures and its system.

**【Research Area】**

- Building institutional capacity for environmental management
- Development adopting CDM (Clean Development Mechanism) into development
- Environmental policy and climate change
  - Socio-environmental considerations in development projects

**(3) The status of Bangladesh in Japan's ODA**

<p>Assistance has been provided for the “environment sector” which is one of priority sectors of the priority goals “social development and human security” of the “Japan’s Country Assistance Programme for Bangladesh”. This component constitutes a part of the assistance. In the abovementioned programme, it is referred to that the environmental</p>
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conservation is a cross sector issue and shall be tackled in all the assistance projects.

The Japanese government is currently implementing "Strengthening of Solid Waste Management in Dhaka City" with the purpose of enhancing the waste management capacity and, in addition, is considering assistance in the field of urban traffic in Dhaka City. In the field of climate changes, Japanese government is also considering assistance by program loans, and it also enhances the assistance concerning the climate changes in many sectors as a cross sector issue.

In this component, with constructing the organic relationship with the above assistance by Japan in mind, it is expected to develop administrative officers who will enable formulation, implementation, and management of policies aiming for environmental consideration in public projects, improvement of the urban environment and infrastructures, establishment and/or improvement of environmental administration system on climate change policy issues.

## 2. Cooperation Framework

### (1) Project Objectives

#### (1) Overall Goal:

To ensure that ex-JDS participants will help the government to improve their policymaking and institution building capacity in relation to building institutional capacity for environmental management, development adapting Clean Development Mechanism, environmental policy and climate change, and socio-environmental consideration for development projects.

#### (2) Project Purpose:

To ensure that JDS participants who are/will be responsible for making environmental policies will acquire knowledge about policymaking and institution building in relation to building institutional capacity for environmental management, development adapting Clean Development Mechanism, environmental policy and climate change, and socio-environmental consideration for development projects.

### (2) Verifiable indicators

- 1) Percentage of JDS participants who have acquired master's degree
- 2) Percentage of ex-JDS participants who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

### (3) Activities

Target	Learning Contents
1) Before coming to Japan	Under consideration
2) During the stay in Japan	
Improvement of policy formulation and implementation skills through improving the quality of research outcome	<ul style="list-style-type: none"> <li>▪ Participation in field trips which will contribute to the problem-solving of issues of Bangladesh</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Taking part in a workshops by a invited experts relating to the environmental development issues of Bangladesh</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Utilizing tutorial system for research by supervisors after 2<sup>nd</sup> year</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Participation to seminars and academic society</li> </ul>

Support to student life	▪ Using advisor system for foreign students
3) After returning home	Under consideration

#### **(4)-1 Inputs from the Japanese Side**

- 1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities
- 2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)

#### **(4)-2 Input duration and the number of JDS participants**

2 participants x 4 year= 8 participants Two year master's courses  
 From the year 2010 (until 2012): 2 participants  
 From the year 2011 (until 2013): 2 participants  
 From the year 2012 (until 2014): 2 participants  
 From the year 2013 (until 2015): 2 participants

#### **(5) Inputs from the Bangladesh Side**

- 1) Dispatch of JDS participants
- 2) Preparatory activities  
(Brushing up of English proficiency of, and encouragement of Japanese language study to JDS participants before leaving for Japan, support for the pre-departure guidance by respective universities)
- 3) Support for JDS participants during the study in Japan  
(Support/cooperation for JDS participants to conduct research in Bangladesh)
- 4) Follow-up activities  
(Providing opportunities for ex-JDS participants to disseminate the knowledge acquired in Japan at their organizations or other target organizations, support for the follow-up activities for returned JDS participants by respective universities)

#### **(6) Qualifications**

- 1) Work Experience
  - To be a confirmed member of Bangladesh Civil Service (BCS) Cadre with at least two years of work experience as of April of the year of arrival in Japan or Class-1 officer of Bangladesh Bank with at least two years of working experience in Bangladesh Bank as of April of the year of arrival in Japan
  - To be able to obtain a permission for JDS application from the belonging office
- 2) Other qualifications
  - Nationality: Bangladesh nationality
  - Age: Below 40 years old
  - Education: 16 years of school education at least with Bachelor's degree. At least 2 first divisions and no third division in HSC, SSC and Bachelor certificate
  - Adequate English proficiency for research activities in a Master's program
  - Those who have not been awarded or are not scheduled to receive other scholarship of master's degree program
  - Those who have not taken a master's degree overseas

- Those who are not military personnel and military civilian employees registered on the active list. Those who are personnel on temporary leave from the active list.
- Sound health to complete the graduate study for two years

### **3. Implementation Framework**

#### **(1) Accepting university**

Graduate School of Life and Environmental Sciences, University of Tsukuba

#### **(2) Accepting university's experience in ODA-related activities**

- Participation in Science and Technology Research Partnership for Sustainable Development by Japan Science and Technology Agency (JST) for FY2008
- An exchange agreement with Bangladesh University of Engineering and Technology (BUET) since 2007
  - Government-sponsored scholarship: 59 students (as of April, 2009)
  - JICA Short-term Training Program: 6 students(as of April, 2009)
  - China Scholarship Council: 15 students (as of April, 2009)

#### **(3) Program Overview**

The ICEP was established as an English program, which both international students and Japanese students can take in Environmental Sciences (Master's program) in fiscal 2008. As of fiscal 2009, there are 20 subjects (36 units) in English in Master's program including 8 obligatory subjects and 12 elective subjects. Moreover, maximum 10 units of credit earned in other Courses such as Sustainable Rural Development Course (SRD) established in our Graduate School. These Courses include internal/external practical trainings and overseas internships, and they can be a part of the overall curriculum which puts emphasis on field works in Environmental Sciences curriculum taught in English. International students will have a chance to know most of the faculty members, and in particular, have good relationship with other Japanese students as well as ICEP students.

**Japanese Grant Aid for Human Resource Development Scholarship (JDS)**  
**Basic Plan for the Sub-Programs (Draft)**

**1. Basic Information of Sub-Program**

**(1) Basic Information**

1. Country: People's Republic of Bangladesh
2. Sub-Program (JDS Target Priority Area): International Relations
3. Operating Committee: Ministry of Finance, Ministry of Establishment, Ministry of Planning, Ministry of Education, Embassy of Japan and JICA Bangladesh Office
4. The Managing Organization: Ministry of Finance, Ministry of Establishment, Ministry of Planning, Ministry of Foreign Affairs,
5. Target Participants: Bangladesh Civil Service Cadre officers (No specification of target organization)

**(2) Background**

The main source of acquisition of foreign currency in Bangladesh is export of garment products, remittances from overseas workers and foreign aid. The essential elements prerequisite for achieving poverty reduction are trade and investment relationships with the international community and the management of foreign aid. The garment industry accounts for three fourths of the export, and Bangladesh is currently addressing further strengthening of the competitiveness of its garment industry, diversification of export industries, and improvement of the basic infrastructures that can support those issues. For the direct investment promotion that is closely related to the export-oriented industries, it is necessary to improve the investment environment such as improvement of the laws, systems, and procedures. Economic Relations Division of Ministry of Finance, being responsible for aid management, is also actively dealing with the issues relating to foreign aid for increasing the effectiveness. In addition, aid coordination is being promoted actively through the Local Consultative Group as the axis in which the Economic Relations Division and the representatives of the donors jointly play the role of chairperson.

For the diplomatic relations, as a moderate and democratic Islamic country and as a spokesman of the least less-developing countries (LDC), Bangladesh is playing an important role in each of organizations such as the U.N. and OIC (Organization of the Islamic Conference). In particular, Bangladesh is making a contribution to the peace and stability of the international community, being one of the countries dispatching the greatest number of personnel to the PKO. For the regional cooperation, Bangladesh is one of the countries which proposed the establishment of SAARC (South Asian Association for Regional Cooperation) and Bangladesh is making efforts to enhance the cooperative relations and stabilize the regional situation in the South Asian region. The current administration succeeded the "Look East Policy" from the ex-administration and promotes enhancement of its economic relations with southeast Asian and east Asian countries.

Based on such a situation, it is an issue to develop human resources who can enable enhancement of the relations with the international community through trade and investment, etc., and that of efficient management of foreign aid, aiming for poverty reduction with a long-term perspective. It is also necessary to develop human resources who have the ability to formulate the diplomatic policies that can contribute to the stabilization of the international community focusing on the Asian region and to the enhancement of the relations such as economic cooperation, both of which are the preconditions of the country's economic growth.

**【Research Area】**

- Multiple diplomatic relations focusing on development, trade and finance
- Building-up closer relationship with Asian countries

### **(3) The status of Bangladesh in Japan's ODA**

In the "Japan's Country Assistance Programme for Bangladesh", it is referred to that the Japan's development assistance to Bangladesh has its significance for building the foundation of international cooperation on various global and regional issues of importance and reinforcing mutually beneficial economic relations in the medium to long term. This Sub-program/component will be considered as a part of the strategic development assistance aiming for enhancement of the bilateral relation as mentioned above.

In this Sub-program/component, it is expected to develop administrative officers who are able to diversely grasp the issues in and out of the country from an international viewpoint and enable formulation, implementation, and management of policies.

## **2. Cooperation Framework**

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

#### **(1) Overall Goal:**

To ensure that ex-JDS participants will help the government to improve their policymaking and institution building capacity in relation to strengthening of multilateral diplomatic relations with the focus on development, trade and investment, and building-up of closer relationship with Asian countries.

#### **(2) Project Purpose:**

To ensure that JDS participants who are/will be responsible for issues related to international relations such as trade, finance, and regional cooperation and to foreign aid management will upgrade their skills on policymaking and institution building in relation to strengthening of multilateral diplomatic relations with the focus on development, trade and investment, and building-up of closer relationship with Asian countries.

### **(2) Verifiable indicators**

- 1) Percentage of JDS participants who have acquired master's degree
- 2) Percentage of ex-JDS participants who are assigned to a department that concerns the process of policymaking and institution building in their specialized field.

### **(3) Activities**

Target	Learning Contents
1) Before Coming to Japan	<ul style="list-style-type: none"> <li>▪ Learning basic subjects such as International Relations, Politics/Economics/Foreign Relations of East Asia through lectures by a dispatched faculty member. (Except for 1<sup>st</sup> batch)</li> </ul>
2) During the Stay in Japan	
Arrangement of learning environment	<ul style="list-style-type: none"> <li>▪ Utilizing support for participants' study and life through faculty consultant system</li> </ul>
Improvement of skills to conduct research independently and to plan and implement projects	<ul style="list-style-type: none"> <li>• Taking comprehensive guidance for improvement of academic ability such as selection of research topic, making of research proposal, writing thesis and presentation skill</li> </ul>
	<ul style="list-style-type: none"> <li>• Taking part in special seminars by guest lecturers.</li> </ul>

	<ul style="list-style-type: none"> <li>• Participating in field observation visits to government organizations/ministries such as MOFA.</li> </ul>
Improvement of communication skills as policy makers	<ul style="list-style-type: none"> <li>• Participating in group work and field trip with other participants from various countries and extra curriculum activities in collaboration with a local community</li> </ul>
3) After Returning Home	<ul style="list-style-type: none"> <li>• Participating in alumni activities, joint projects and researches.</li> </ul>

#### **(4)-1 Inputs from the Japanese Side**

<ol style="list-style-type: none"> <li>1) Expenses for special activities during preparatory, studying and follow-up stages (e.g. orientation, special lectures and workshops, follow-ups after returning home, including activities in home countries), which will be shouldered by accepting universities</li> <li>2) Expenses for studying in Japan (travel expenses, scholarships during the stay in Japan, examination fees, tuition fees, etc.)</li> <li>3) Expenses for support during the stay in Japan (for monitoring, daily life support, etc.)</li> </ol>
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#### **(4)-2 Input duration and the number of JDS participants**

<p>2 participants x 4 year= 8 participants Two year master's courses          From the year 2010 (until 2012): 2 participants          From the year 2011 (until 2013): 2 participants          From the year 2012 (until 2014): 2 participants          From the year 2013 (until 2015): 2 participants</p>
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#### **(5) Inputs from the Bangladesh Side**

<ol style="list-style-type: none"> <li>1) Dispatch of JDS participants</li> <li>2) Preparatory activities (Brushing up of English proficiency of, and encouragement of Japanese language study to JDS participants before leaving for Japan, support for the pre-departure guidance by respective universities)</li> <li>3) Support for JDS participants during the study in Japan (Support/cooperation for JDS participants to conduct research in Bangladesh)</li> <li>4) Follow-up activities (Providing opportunities for ex-JDS participants to disseminate the knowledge acquired in Japan at their organizations or other target organizations, support for the follow-up activities for returned JDS participants by respective universities)</li> </ol>
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#### **(6) Qualifications**

<ol style="list-style-type: none"> <li>1) Work Experience           <ul style="list-style-type: none"> <li>• To be a confirmed member of Bangladesh Civil Service (BCS) Cadre with at least two years of work experience as of April of the year of arrival in Japan</li> <li>• To be able to obtain a permission for JDS application from the belonging office</li> </ul> </li> <li>2) Other qualifications           <ul style="list-style-type: none"> <li>• Nationality: Bangladesh nationality</li> <li>• Age: Below 40 years old</li> <li>• Education: 16 years of school education at least with Bachelor's degree. At least 2 first divisions and no third division in HSC, SSC and Bachelor certificate</li> <li>• Adequate English proficiency for research activities in a Master's program</li> <li>• Those who have not been awarded or are not scheduled to receive other scholarship of</li> </ul> </li> </ol>
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master's degree program

- Those who have not taken a master's degree overseas
- Those who are not military personnel and military civilian employees registered on the active list. Those who are personnel on temporary leave from the active list.
- Sound health to complete the graduate study for two years

### **3. Implementation Framework**

#### **(1) Accepting university**

Graduate School of International Relations, International University of Japan

#### **(2) Accepting university's experience in ODA-related activities**

(FY 2008)

Japanese Government scholarship

JICA Long-term training Program

Indonesia Linkage Program (Yen Loan ,JBIC)

International Monetary Fund (IMF) Scholarship Program

Inter-American Development Bank (IDB) Scholarship Program

Asian Development Bank (ADB) Scholarship Program

World Bank (WB) Scholarship Program

#### **(3) Program Overview**

The International Relations Program and International Peace Studies Program employ the approach of holism, covering almost all of the important global issues that affect human life and security. We offer courses on, for instance, international relations, international security, and international conflict resolution, as well as peace building, economic development and poverty elimination, environment protection, sustainable development, ethnic conflicts and multi-cultural society, and cosmopolitan society. We also invite lecturers from outside to obtain further expertise. Last year a lecturer from Myanmar was called on to offer us a course on South Asia.

The master's theses are subject to a final oral test conducted in English by a thesis examination board comprising one counselor and one or two other teachers. After the final oral test, particularly outstanding master's theses are examined by an external expert and are awarded distinction if deemed sufficiently high standard for future publication in international specialized magazines. In fact, many master's theses awarded a distinction are published in international specialized magazines with peer review.

Additionally, since almost all students are from overseas, an English-spoken environment is prevalent in the school. English courses by which students can learn English effectively is provided for students whose English proficiency does not meet school standards. Moreover, from the day of enrolment to the period when a master's thesis an advisor has been selected, a faculty consultant system provides individual support for studies and student life for all students. After an advisor has been selected, to improve skills in implementing independent research and planning and executing projects, close guidance is also provided in areas ranging from discovering problems that will form research targets to the techniques for the formulation of proposals, thesis writing and making presentations. Furthermore, skills in international communication needed by persons overseeing policy are improved through group work and field trips with students of various nationalities as well as extracurricular activities in liaison with the Minami Uonuma community in Niigata Prefecture.

## Selection/Recruitment of the First Batch (Coming to Japan in FY 2010) Candidates (People's Republic of Bangladesh)

The first batch candidates from Bangladesh were recruited and selected as follows:

### 1. Recruitment of applicants (12 August to 14 September 2009)

The following assistance for recruitment was provided to the target groups during the field survey, accordingly to the application qualifications, application guidelines/forms and the selection schedule, which were approved in the 1st Operating Committee:

#### (1) Preparation for the application guidelines/forms

As for the set of documents necessary for application, 3,000 copies of the following were prepared:

- Application guidelines
- Application forms

#### (2) Request for selection of applicants

The set of the application guidelines above along with the cover letter were distributed<sup>1</sup> to all the ministries and local organizations and requests for encouragement of application were made to these organizations.

#### (3) Explanatory meeting

The explanatory meetings were held on August 16 and August 17. At the first meeting, officers in charge of overseas training at respective ministries were provided with an explanation on the project and asked to promote applications within each ministry. The second meeting was held for target Cadre officers receiving foundation training at Bangladesh Public Administration Training Center (BPATC) to directly promote applications for the project.

#### (4) How to collect application documents

The application documents were submitted to JDS project office<sup>2</sup> from applicants themselves by 14 September. There was total of 244 application documents submitted. 239 applications out of 244 were found to be valid after the basic qualification/ document check by JICE. As Table 1 indicates, application from B.C.S. Cadre (Administration) officers was the largest in all components, showing the same tendency as in the past three years. This may be because number of B.C.S. Cadre (Administration) officers itself is the largest among B.C.S. Cadres. As for the application from Bangladesh Bank officers, the number of application even for Economics Component only increased by 150% from last year, while application from other B.C.S. Cadres officers generally decreased. It is assumed that it was due to an active encouragement for

<sup>1</sup> Application documents were provided in soft-data form based on requests.

<sup>2</sup> JDS Project Office: JICE established the Project Office in Dhaka when it started the project in 2001. Since then, the Project Office has recruited and selected participants, provided language training, gave orientation and carried out the procedures for visiting Japan. The Office is effectively used also for this survey.



application in Bangladesh Bank. On the other hand, application from B.C.S. Cadre (Economics) officers and B.C.S. Cadre (Foreign Affairs) officers, both of which were considered as target Cadres together with B.C.S. Cadre (Administration) officers, decreased by half. It is assumed that competition with other foreign donors and/ or shortage of staff in respective ministries might have been a barrier. However, in order to secure the adequate number of application, it is suggested to make more active encouragement for application in cooperation with respective ministries.

**Table 1: B.C.S. Cadre wise Applicants / Participants (by Component)**

**[New System]**

**[Public Administration]**

Cadre	JDS 2010-2011 (1st batch under New System)			
	Valid Applicants*	%	Participants (Expected)	%
Administration	75	75%	4	67%
Police	1	1%	1	17%
Food	1	1%	1	17%
Economic	5	5%	0	0%
Education	4	4%	0	0%
Audit	1	1%	0	0%
Others	13	13%	0	0%
<b>Total</b>	<b>100</b>	<b>100%</b>	<b>6</b>	<b>100%</b>

**[Reference: No. of Applicants/ Participants of past 3 years\*]**

\* Since the selection of 6th batch (arrival in fiscal year 2007) of JDS in Bangladesh, JDS has targeted B.C.S. Cadre officers for all the fields of study and Class-1 officers of Bangladesh Bank for economics

JDS 2007-2008 (6th batch)		JDS 2008-2009 (7th batch)		JDS 2009-2010 (8th batch)		Total of JDS 2007 to JDS 2009 (6th batch - 8th batch)	
Applicants**	Participants	Valid Applicants	Participants	Valid Applicants	Participants	Participants	%
59	5	84	6	93	6	17	65%
5	1	4	0	5	1	2	8%
0	0	1	0	0	0	0	0%
4	1	9	1	7	1	3	12%
5	1	8	1	8	0	2	8%
3	0	2	2	3	0	2	8%
20	0	18	0	14	0	0	0%
<b>96</b>	<b>8</b>	<b>126</b>	<b>10</b>	<b>130</b>	<b>8</b>	<b>26</b>	<b>100%</b>

**[Economics]**

Cadre	JDS 2010-2011 (1st batch under New System)			
	Valid Applicants	%	Participants (Expected)	%
Administration	19	22%	3	60%
Bangladesh Bank	52	60%	2	40%
Tax	2	2%	0	0%
Economics	1	1%	0	0%
Police	0	0%	0	0%
Others	12	14%	0	0%
<b>Total</b>	<b>86</b>	<b>100%</b>	<b>5</b>	<b>100%</b>

JDS 2007-2008 (6th batch)		JDS 2008-2009 (7th batch)		JDS 2009-2010 (8th batch)		Total of JDS 2007 to JDS 2009 (6th batch - 8th batch)	
Applicants	Participants	Valid Applicants	Participants	Valid Applicants	Participants	Participants	%
8	1	8	2	16	2	5	22%
12	3	28	3	20	6	12	52%
4	1	6	1	3	0	2	9%
8	2	8	1	3	0	3	13%
2	1	3	0	0	0	1	4%
5	0	12	0	9	0	0	0%
<b>39</b>	<b>8</b>	<b>65</b>	<b>7</b>	<b>51</b>	<b>8</b>	<b>23</b>	<b>100%</b>

**[Environmental Policy]**

Cadre	JDS 2010-2011 (1st batch under New System)			
	Valid Applicants	%	Participants (Expected)	%
Administration	19	45%	1	50%
Bangladesh Bank	3	7%	1	50%
Roads& Highway	3	7%	0	0%
Economics	3	7%	0	0%
Others	14	33%	0	0%
<b>Total</b>	<b>42</b>	<b>48%</b>	<b>2</b>	<b>0%</b>

JDS 2007-2008 (6th batch)		JDS 2008-2009 (7th batch)		JDS 2009-2010 (8th batch)		Total of JDS 2007 to JDS 2009 (6th batch - 8th batch)	
Applicants	Participants	Valid Applicants	Participants	Valid Applicants	Participants	Participants	%
12	0	14	0	14	0	0	0%
9	2	6	1	6	1	4	67%
4	0	9	1	8	1	2	33%
33	0	21	0	21	0	0	0%
<b>58</b>	<b>2</b>	<b>50</b>	<b>2</b>	<b>49</b>	<b>2</b>	<b>6</b>	<b>100%</b>

**[International Relations]**

Cadre	JDS 2010-2011 (1st batch under New System)			
	Valid Applicants	%	Participants (Expected)	%
Administration	6	55%	1	50%
Foreign Affairs	2	18%	1	50%
Police	0	0%	0	0%
Others	3	27%	0	0%
<b>Total</b>	<b>11</b>	<b>100%</b>	<b>2</b>	<b>100%</b>

JDS 2007-2008 (6th batch)		JDS 2008-2009 (7th batch)		JDS 2009-2010 (8th batch)		Total of JDS 2007 to JDS 2009 (6th batch - 8th batch)	
Applicants	Participants	Valid Applicants	Participants	Valid Applicants	Participants	Participants	%
		3	0	4	1	1	33%
		1	0	3	1	1	33%
		1	1	0	0	1	33%
		0	0	4	0	0	0%
		<b>5</b>	<b>1</b>	<b>11</b>	<b>2</b>	<b>3</b>	<b>100%</b>

\* "Valid Applicants" indicates Applicants after Basic document/ qualification check by JICE

\*\* "Applicants" indicates Applicants before Basic document/ qualification check by JICE

## 2. Accepting universities' examination of application documents and the results

Among the submitted application documents, 239 of those satisfying requirements were sent to each accepting university, where the faculty members examined the received documents (October 1 to October 16). Conducting the English and mathematics competence tests during the examination period (October 9 to October 10), the results of the examination were obtained from 7 accepting universities as of October 16. The results of the English and mathematics tests were provided to universities as the reference material for the technical interview for the second selection due to the time of revealing the English test results.

Each examination and selection was conducted as follows:

### (1) Basic Check

Checking the qualification requirements set at the time of application, necessary documents, false descriptions in the application documents, etc as the preliminary step of the document examination between September 15 and 23, any unclear points were asked to the applicants or the organization he/she belongs to in some cases. As a result, 239 application documents passed the Basic Check (Table:2) (the main reason for the failed applications (5 applications) was flawed documents). The results were notified to the applicants on September 27 when the application documents were sent to the prospective accepting universities through the JICE main office.

### (2) English and mathematics tests

From October 9 to October 10, English and mathematics tests were conducted to check the basic academic abilities of the 239 applicants who passed the basic check. These applicants were asked to sit IELTS of British Council to check the international level of their English competence. The questions used to check their mathematical competence were previously prepared by the university which has accepted participants of the economics and management fields in the previous JDS project in order to check the mathematical competence satisfying the level of a Master's degree.

Neither tests set the minimum requirement for passing, but the results<sup>3</sup> of all examinees were provided to each accepting university as the reference material for the technical interview.

### (3) Examination of the application documents

The evaluation elements included: (i) Academic record (25 points), (ii) How to use the knowledge after returning to the country (20 points), (iii) Research plan (25 points), (iv) Recommendation (10 points) and (v) Matching between the research plan and the subprogram/component identified by candidate (20 points), which made the total of 100 points for evaluation. Judgment of acceptance did not set any minimum requirement based on the score, but each accepting university ranked the applicants to let up to three times as many applicants as the prospective participants pass the examination of the application documents. The utilization of the results of the English and mathematics tests, for example as a part of criteria or just as reference, was left up to each university as the academic abilities or the significance of English and

<sup>3</sup> As for mathematics test, original answer sheets including sheets showing the process leading to the answer were provided to universities, in addition to the results.

mathematical competences required after admission varied by universities.

As a result, 50 applicants passed the examination of the application documents in 2 subprograms / 4 components.

Table 2: Results of the selection of the first batch (by subprogram)

Subprogram	Component	University	School	No. of applicants	No. of valid applicants	No. of applicants passing the examination of the application documents (*1)	No. of applicants passing the technical interviews (*2)	No. of applicants passing the comprehensive interviews	No. of applicants passing the final selection	Maximum No. of JDS participants	
										1 <sup>st</sup> batch	
1. Advancement of Governance	Public administration	Yamaguchi University	Graduate School of Economics	39	39	6	4	2	2	2	2
		Meiji University	Graduate School of Governance Studies	52	50	8	4	2	2	2	2
		Kyushu University	Graduate School of Law (CSPA)	11	11	6	4	2	2	2	2
	Economics	Ritsumeikan University	Graduate School of Economics	46	45	11	8	3	3	3	3
		Hiroshima University	Graduate School for International Development and Cooperation	42	41	6	4	2	2	2	2
2. International relations	Environmental policy	University of Tsukuba	Graduate School of Life and Environmental Sciences	43	42	6	4	2	2	2	2
		International University of Japan	Graduate School of International Relations	11	11	7	4	2	2	2	2
Total				244	239	50	32	15	15	15	15

(\*1) Up to three times as many as the acceptable number of participants

(\*2) Up to twice as many as the acceptable number of participants

### 3. Technical interviews by faculty members of accepting universities and the results

Subsequently, the technical interviews by faculty members as well as the discussions between the managing organizations' officials and the faculty members were conducted between October 24 and 28 as shown in the schedule below.

Date		Schedule
Oct 24	Sat	Arrival, Briefing, Orientation
Oct 25	Sun	Courtesy visit to JICA Bangladesh Office
		Courtesy visit to Economic Relations Division of Ministry of Finance
		Meeting with Japanese members (Embassy and JICA) of Operating Committee
		Courtesy visit to the Embassy of Japan in Bangladesh
Oct 26	Mon	Technical interviews 【Yamaguchi University, Meiji University, Kyushu University, Ritsumeikan University, Hiroshima University, University of Tsukuba and International University of Japan (total of 7 universities)】
Oct 27	Tue	Discussion with the managing organizations 【Ministry of Finance, Ministry of Establishment, Ministry of Planning, Bangladesh Bank, Ministry of Environment and Forest, Ministry of Foreign Affairs, and Ministry of Education as an observer, and all the 7 universities】
		Discussion in the Operating Committee
Oct 28	Wed	Departure

The Evaluation Elements included: (i) Academic Background and Learning Ability (50 points), (ii) Capacity to achieve the study in Japan (30points) and (iii) Possibility of Contributing to Candidate's Country with Learned Knowledge (20 points), which made the total of 100 points for evaluation. Judgment of acceptance was made with three phases where “◎” stands for Highly acceptable, “○” for Acceptable and “×” for Unacceptable. Without setting any minimum requirement based on the score, each accepting university ranked the applicants to let up to twice as many applicants as the prospective participants pass the technical interviews among the candidates recognized as ◎ or ○. As a result, 32 applicants out of 50 eligible passed the technical interviews.

### 4. Operating Committee's comprehensive interviews and the results

The medical check was conducted to the examinees of technical interviews on the same day for interviews, on October 26. No health problem that may affect studying overseas was found from 32 examinees.

The Operating Committee conducted the interview on November 4 and 5 with the candidates who had passed the technical interviews by faculty members as well as the medical check. The Evaluation Elements included: (i) Possibility of Contributing to Candidate's Country with Learned Knowledge

(40 points), (ii) Ability to utilize one's outcome in the long term (30 points), and (iii) Capacity to achieve the study in Japan (30 points), which made the total of 100 points for evaluation. For judgment of acceptance, the applicants of each accepting university were ranked to select the final candidates as many as the acceptable number of participants in each university. As shown in Table 2, 15 applicants passed the selection of the 1<sup>st</sup> batch can go to the final selection.

As Table 1 indicates, successful JDS candidates from B.C.S. Cadre (Administration) officers were more than half, reflecting the large number of their application. The application from B.C.S. Cadre (Administration) officers for Environmental Policy Component has been the largest like the other Component, but no one was selected as a final successful participant before. However, this year, a B.C.S. Cadre (Administration) officer was selected in the component for the first time. In the Economics Component, officers of only B.C.S. Cadre (Administration) and Bangladesh Bank were selected in consecutive 2 years reflecting the large number of application from the both. One officer from B.C.S. Cadre (Foreign Affairs), which was one of target Cadres, was selected in International Relations Component. As for B.C.S. Cadre (Economics), which was also one of the target Cadres, there was no successful candidate.

In order to secure rather qualified JDS participants, it is required to increase the number of applicants. Therefore, extensive public announcement for all the B.C.S. Cadre officers shall be continued. At the same time, as the case of B.C.S. Cadre (Foreign Affairs) shows, which produced one successful candidate out of small number of application, it also seems important to take individual and direct approach to potential and possible JDS candidates among target Cadres.

### Issues, Themes Expecting to the JDS, Number of B.C.S. Cadre by the Managing Organizations

Managing Organization	Issues tackled by M/O	Expected Research Topic under JDS	No. of B.C.S. Cadre	
			Total	Under 40 y.o.
Economic Relations Division, Ministry of Finance	<ul style="list-style-type: none"> <li>Insufficient staff who has special knowledge</li> <li>Lack of proper training</li> <li>Frequent personnel transfer</li> <li>Quality enhancement of the middle level officials</li> <li>Pay scale and staff motivational issues</li> <li>Training courses for the Senior Assistant Secretary level</li> <li>Insufficient staff who has adequate knowledge on development environmental management, human rights, international policies/politics, conflict management, negotiation skill, personnel management issues.</li> </ul>	<ul style="list-style-type: none"> <li>Aid management</li> <li>Project evaluation</li> <li>Negotiation skill with donors</li> <li>Personnel management</li> <li>Service delivery</li> <li>Pay structure and job assignment</li> <li>Middle Manager's training needs assessment</li> </ul>	327	34
Ministry of Establishment	<ul style="list-style-type: none"> <li>Project management and monitoring</li> <li>Global economic situation</li> <li>Internal and external financial management</li> <li>Public Private Partnership (PPP)</li> </ul>	<ul style="list-style-type: none"> <li>Project management and monitoring</li> <li>Situation analysis of global economics</li> <li>Advance financial management</li> <li>Analysis of Public Private Partnership and Relationship</li> </ul>	Approx. 5,000	Approx. 1,500
Ministry of Planning	<ul style="list-style-type: none"> <li>Promoting and maintaining macroeconomic stability.</li> <li>Maintaining price level stability.</li> <li>Rapid economic growth</li> <li>Sustainable poverty reduction</li> </ul>	<ul style="list-style-type: none"> <li>All aspects of macroeconomics including monetary policy and financial policy</li> <li>Impact of various policy measures on the economy.</li> <li>Measuring inflation pressure, Volatility in Money market, Exchange rates transition to flexibility etc</li> <li>Impact of institutional credit in Poverty reduction.</li> </ul>	Approx. 425	Approx. 235
Bangladesh Bank	<ul style="list-style-type: none"> <li>Climate Change</li> <li>Management of information and applied technology on global warming</li> <li>Management of environmental protection</li> <li>Bio-diversity</li> <li>Urban control from the perspective of environmental protection</li> </ul>	<ul style="list-style-type: none"> <li>Climate Change</li> <li>Management of information and applied technology on global warming</li> <li>Management of environmental protection</li> <li>Bio-diversity</li> <li>Urban control from the perspective of environmental protection</li> </ul>	3,568	322
Ministry of Environment and Forest	<ul style="list-style-type: none"> <li>Productive efficiency for staff and employee</li> <li>Retaining high motivation for staff and employee</li> <li>Necessity to train staff with deep understanding of the current and emerging global realities, as well as dexterity, sharp and sustainable intervention capacity in both bilateral and multilateral negotiation</li> <li>Necessity to acquire empathetic approach towards common people, especially, expatriate Bangladeshis</li> </ul>	<ul style="list-style-type: none"> <li>Productive efficiency for staff and employee</li> <li>Retaining high motivation for staff and employee</li> </ul>	NA	NA
Ministry of Foreign Affairs			213	153

## Questionnaire for Evaluation (to be implemented right after arrival to Japan)

This questionnaire is conducted three times in Japan (upon your arrival in Japan, a year after your enrollment, and upon graduation), and once after your return to your home country. The purpose of the questionnaires is to regularly evaluate the knowledge, skills and abilities JDS Fellows acquire through their studies in Japan in order to help ensure that JDS Fellows are able to solve development issues of their respective countries. The results of the questionnaires are used solely to improve the JDS project.

The information collected through these questionnaires is not used for any other purposes than this research, and no personal information is ever disclosed to any outside parties.

### 1 Profile information on JDS Fellow

Date (year/month/day)  /  /  JDS No.

Name      Family name      First name      Middle name  
 /  /

Sex       1 Male       2 Female      Age       Nationality

University

Faculty

Thesis title

Title of Master's degree

Duration of stay in Japan (year/month) From  /  To  /

Last degree received before coming to Japan     1 Bachelor     2 Master     3 Doctor

Sector working in before coming to Japan  
 1 government     2 non-government     3 private     4 semi-government     5 parastatal

Workplace, department and job title before coming to Japan

#### Type of job responsibility

Please check the closest responsibility of your job (multiple answers may be chosen)

1. Management     2. Administration     3. Accounting     4. Personnel     5. Planning  
 6. Overseas     7. Purchasing     8. Business Operation     9. Sales     10. Engineering  
 11. Production     12. Research     13. Field Operations     14. Public Relations  
 15. Marketing     16. SE     17. Legal Affairs     18. Financial Affairs     19. Training

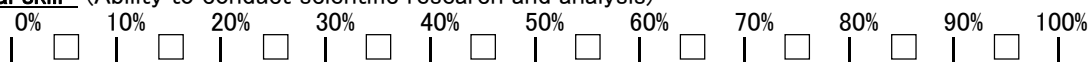


## 2 Questions to evaluate skill improvement of JDS Fellows

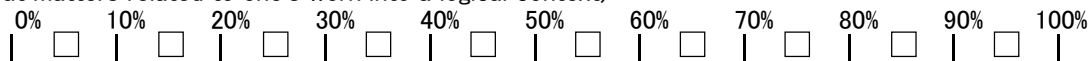
What percent would you give yourself for the following skills/abilities/attitude if the skill/ability/attitude-level required by your office is 100%?

### 2-1 Technical skills, thinking abilities

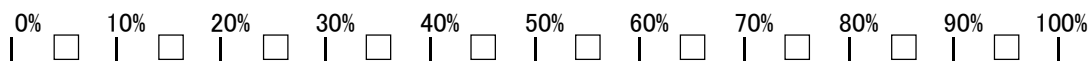
1 **Scientific research/analytical skill** (Ability to conduct scientific research and analysis)



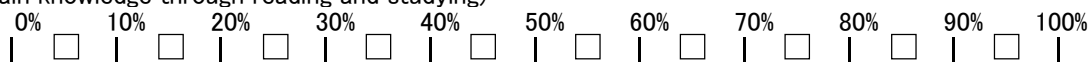
2 **Logical thinking** (Ability to put matters related to one's work into a logical context)



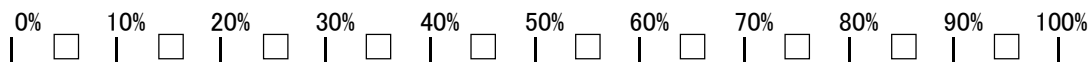
3 **Information collection/processing skill** (Ability to catch and process useful information related to one's work through one's experiences or daily life)



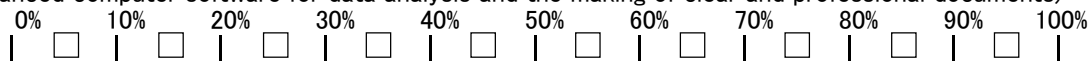
4 **Learning ability** (Ability to gain knowledge through reading and studying)



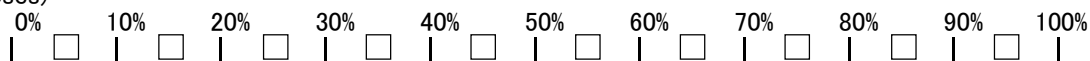
5 **Problem-solving skill** (Ability to find out the gist of problems and develop and evaluate solutions to solve problems flexibly and smoothly)



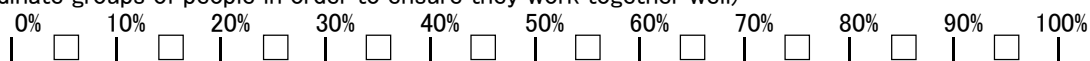
6 **IT skill** (Ability to utilize advanced computer software for data analysis and the making of clear and professional documents)



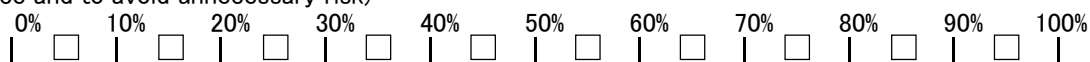
7 **Communication skill** (Ability to communicate one's thoughts and information through speaking, writing, making presentations and so on for professional purposes)



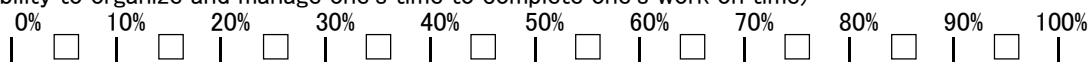
8 **Negotiation/coordination skill** (Ability to discuss issues and problems with multiple groups and to reach agreements  
Ability to organize and coordinate groups of people in order to ensure they work together well)



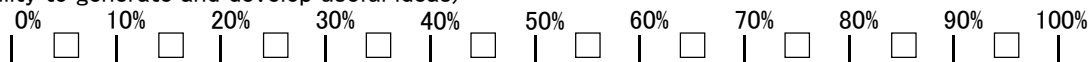
9 **Decision-making skill** (Ability to make prompt and precise judgments and to make decisions by one's own responsibility for the benefit of one's workplace and to avoid unnecessary risk)



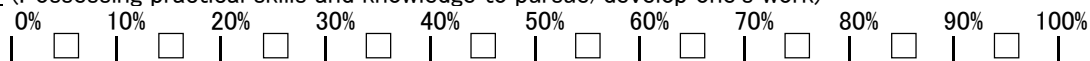
10 **Time-management skill** (Ability to organize and manage one's time to complete one's work on time)



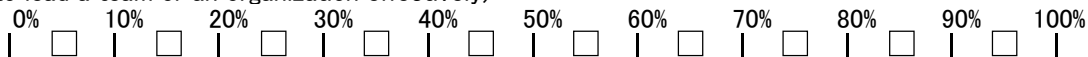
11 **Idea generating ability** (Ability to generate and develop useful ideas)



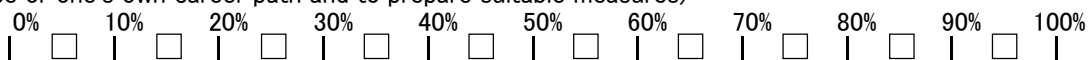
12 **Practical job-related skills** (Possessing practical skills and knowledge to pursue/develop one's work)



13 **Leadership ability** (Ability to lead a team or an organization effectively)

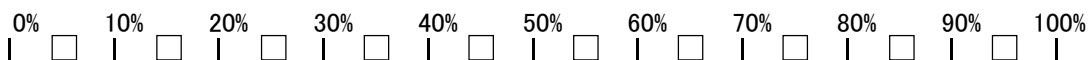


14 **Long-term prospects** (Ability to understand and analyze "business" signs from a long-term perspective to imagine possible contributions to one's office or one's own career path and to prepare suitable measures)

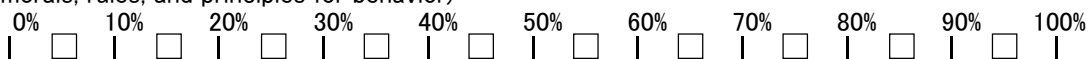


## 2-2 Quality

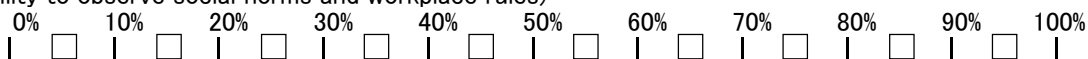
15 **Well-rounded education** (Possessing suitable knowledge and experience for understanding and dealing with difficult or complex subjects)



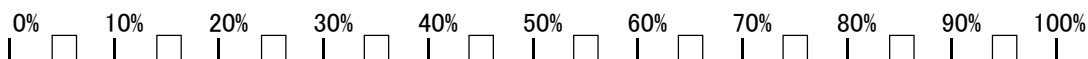
16 **Ethical sense** (Possessing morals, rules, and principles for behavior)



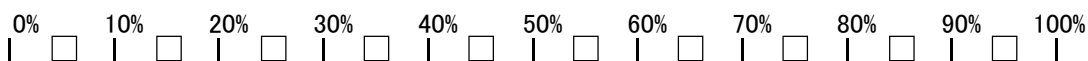
17 **Sense of discipline** (Capability to observe social norms and workplace rules)



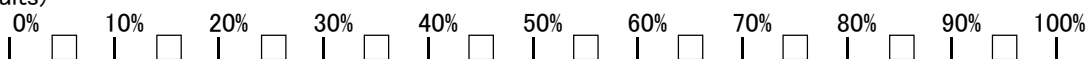
18 **Sense of responsibility** (Possessing a sense of responsibility to complete one's work on time and a commitment to one's own words and actions)



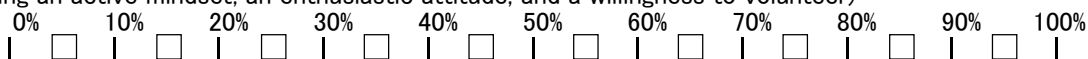
19 **Confidence in tackling work** (Capability to tackle work positively and aggressively in accordance with one's job performance and experience)



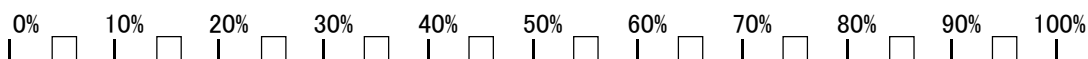
20 **Challenging spirit** (Possessing the spirit or attitude to venture positively into a new area of one's profession or interest and to achieve subsequent results)



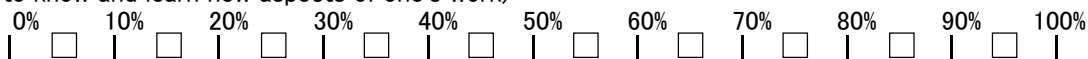
21 **Positive attitude** (Possessing an active mindset, an enthusiastic attitude, and a willingness to volunteer)



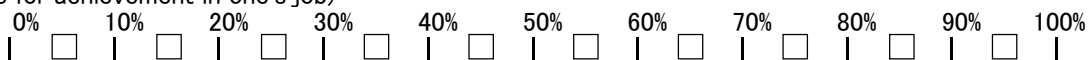
22 **Desire to achieve goals** (Desire to achieve work- and career-related goals by willingness to attempt and utilize various methods)



23 **Sense of curiosity** (Desire to know and learn new aspects of one's work)



24 **Sense of aspiration** (Desire for achievement in one's job)



## 2-3 Additional questions

25 (If on a ten-stage level of ability, your office requires a level-five ability, what ability level do you think is required for achieving your academic/research goals?)

└─ level required by the office ─┘

26 What skills and abilities among the following do you think are valuable for your work?

Score each skill from 0 to 3, the score 3 indicating the most valuable.

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | 1. Scientific research/analytical skill    |
| <input type="checkbox"/> | 2. Logical thinking                        |
| <input type="checkbox"/> | 3. Information collection/processing skill |
| <input type="checkbox"/> | 4. Learning ability                        |
| <input type="checkbox"/> | 5. Problem-solving skill                   |
| <input type="checkbox"/> | 6. IT skill                                |
| <input type="checkbox"/> | 7. Communication skill                     |
| <input type="checkbox"/> | 8. Negotiation/coordination skill          |
| <input type="checkbox"/> | 9. Decision-making skill                   |
| <input type="checkbox"/> | 10. Time-management skill                  |
| <input type="checkbox"/> | 11. Idea generating ability                |
| <input type="checkbox"/> | 12. Practical job-related skills           |
| <input type="checkbox"/> | 13. Leadership ability                     |
| <input type="checkbox"/> | 14. Long-term prospects                    |
| <input type="checkbox"/> | 15. Well-rounded education                 |
| <input type="checkbox"/> | 16. Ethical sense                          |
| <input type="checkbox"/> | 17. Sense of discipline                    |
| <input type="checkbox"/> | 18. Sense of responsibility                |
| <input type="checkbox"/> | 19. Confidence in tackling work            |
| <input type="checkbox"/> | 20. Challenging spirit                     |
| <input type="checkbox"/> | 21. Positive attitude                      |
| <input type="checkbox"/> | 22. Desire to achieve goals                |
| <input type="checkbox"/> | 23. Sense of curiosity                     |
| <input type="checkbox"/> | 24. Sense of aspiration                    |
| <input type="checkbox"/> | 25. Other (specify if any)                 |

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### 3 General opinion of the questionnaires

27 Note any particular criteria you used for your evaluation or any general comments about the questionnaires.

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