

**PREPARATORY SURVEY REPORT  
ON  
THE JAPANESE GRANT AID  
FOR  
HUMAN RESOURCE DEVELOPMENT  
SCHOLARSHIP  
TO  
REPUBLIC OF GHANA**

**FINAL REPORT**

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**JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)**

**JAPAN DEVELOPMENT SERVICE CO., LTD. (JDS)**

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# SUMMARY

## 1. Outline of the Preparatory Survey and Support Work Assistance

### (1) Background and Objectives of the Support Work for the Preparatory Survey

The Japanese Grant Aid for Human Resources Development Scholarship Programme (hereinafter referred to as the “JDS Programme”) was newly established in FY 1999 and aims at developing young human resources to perform central roles in the formulation and implementation of social and economic development policies in developing countries.

The candidates from a country for the JDS Programme come from the same field and same target organization(s) to study at the same university during the programme period of six years (from acceptance of the first batch to the return of the fourth batch to their own country after graduation).

Following the decision to list the Republic of Ghana (hereinafter referred to as “Ghana”) as a candidate country for the JDS Programme, the preparatory survey was commissioned to examine the feasibility of the JDS Programme in Ghana by means of planning the JDS Programme which is presumed to commence in FY 2012 in four consecutive batches. The support work by the consultant for this preparatory study has the following three objectives.

- The first is to participate in the preparatory survey with a view to providing appropriate support survey team consists of Japanese government and JICA officials.
- The second is to assist the public invitation, selection and acceptance procedure for the first phase of the JDS Programme which will start in FY 2012.
- The third is to compile the findings of the preparatory survey and acceptance plan into a final report, thereby contributing to the successful implementation of the JDS Programme in Ghana.

### (2) Outcomes of the Support Work for the Preparatory Survey

From 5<sup>th</sup> to 9<sup>th</sup> September, 2011, the JICA’s Preparatory Survey Team for the JDS Programme in Ghana was dispatched to Ghana and two consultants were included in the team. The three main objectives of the preparatory survey were (1) to explain the purposes, implementation system and other relevant matters of the JDS Programme as well as the objectives and method of the preparatory survey to the Ghanaian side to give the Government of Ghana a clear understanding of these matters, (2) to discuss and agree the sub-programmes, their components, target organizations, number of students to be accepted, accepting universities and other matters relating to the JDS Programme and (3) to explain the recruitment and selection schedule and to discuss and agree the recruitment and selection methods and eligibility.

The actual acceptance plan agreed at the meeting is outlined below.

	Economic Field	Health Field
Sub-Programme	Enhancement of Governance and Financial Administration	Improvement of Basic Social Services
Component	Development of Governance and Financial Capacity	Improvement of Basic Social Services (Support for Health Policy)
Accepting University	Graduate School of International Cooperation Studies, Kobe University	Graduate School of International Relations, International University of Japan
Academic Degree	Master of Economics	Master of International Relations or Master of Economics
Number of Students Accepted	3 in each batch	2 in each batch
Operating Committee Members	Ministry of Finance and Economic Planning (MOFEP), Ministry of Health (MOH), Ghana Health Service (GHS), Embassy of Japan in Ghana, JICA Ghana Office	
Competent Ministry	Ministry of Finance and Economic Planning (MOFEP)	
Target Organizations	Ministry of Finance and Economic Planning (MOFEP), National Development Planning Commission (NDPC), Ghana Statistical Service (GSS), Bank of Ghana	Ministry of Health (MOH), Ghana Health Service (GHS)

It was agreed that the Ministry of Finance and Economic Planning (hereinafter referred to as the “MOFEP”) will be the managing organization for both components, i.e. “Enhancement of Governance and Financial Administration” and “Improvement of Basic Social Services Support for Health Policy”. It was also agreed that Ghana Health Service (hereinafter referred to as “GHS”) will provide a project office space for JDS Programme. After the completion of the preparatory survey, support was provided for the recruitment and selection of applicants for the JDS Programme in FY 2012.

## 2. Examination of Relevance

The relevance of the JDS Programme in Ghana was examined from the three viewpoints of (1) the status of the target fields of the JDS Programme and development themes in relation to the development strategy of Ghana and Japan’s aid policies for Ghana, (2) appropriateness of the selected fields (i.e. economics and health) and (3) appropriateness of the JDS Programme in relation to the need for human resources development of the target organizations. As a result of this examination, the implementation of the JDS Programme in Ghana was judged to be highly appropriate.

The intended goals of the JDS Programme of developing the personal policy planning capacity of young government officials and the organizational capacity of the target organizations conform to the goals of higher plans in Ghana as well as the priority fields for Japan’s overseas assistance, making the selected target fields highly relevant. The selection of the economic field means that support for the development of officials and organizations involved in the planning of economic policies in Ghana through the JDS Programme will contribute to the adequate management of the macro economy in

Ghana. The selection of the health field is judged to be equally appropriate in view of the urgency to introduce measures designed to achieve the relevant Millennium Development Goals (hereinafter referred to as “MDGs”) in Ghana. Lastly, the contents of the planned JDS Programme for the health field conform to the development plan for the health sector. The interview survey conducted at the target organizations as a supplementary survey found that the purpose of the JDS Programme to develop the administrative capacity of government officials meets the needs of the Ghanaian side.

### 3. Scale of the JDS Programme in Ghana

Based on the acceptance plan, the project cost per batch was estimated based on the following conditions. .

Cost Item	Condition
Implementation Cost	<ul style="list-style-type: none"> <li>• The application and examination fees, admission fee, tuition fee and scholarship for three students studying at Kobe University and two students studying at the International University of Japan for FY 2012 are estimated.</li> <li>• The application and examination fees for students enrolling in FY 2013 are estimated.</li> <li>• The cost of special programmes<sup>1</sup> based on ¥500,000 per student per year is estimated.</li> </ul>
Service Cost (Ghana)	<ul style="list-style-type: none"> <li>• The orientation cost prior to departure for Japan is estimated based on the assumption that orientation will last for approximately five days.</li> <li>• As it was decided that the GHS will provide a project office for the JDS Programme, only the electricity cost in relation to the lease of a project office is accounted for.</li> <li>• The recruitment and selection cost for students for FY 2013 is accounted for.</li> <li>• The rate of inflation in Ghana is taken into consideration for estimation purposes.</li> </ul>
Service Cost (Japan)	<ul style="list-style-type: none"> <li>• The timing of the arrival of the Ghanaian students in the first batch is set at late August, 2012.</li> <li>• After arrival, these students will undergo orientation in Tokyo for approximately five days before moving to their respective universities. It is planned that those studying at Kobe University will lodge privately while those studying at the International University of Japan will stay in the university’s hostel.</li> <li>• The timing of departure from Japan is set at July, 2014 for those studying at the International University of Japan and October, 2014 for those studying at Kobe University.</li> </ul>
Personnel Cost of the Agent	<ul style="list-style-type: none"> <li>• Estimation is based on 20 working days per person per month</li> </ul>

### 4. Recommendations

#### (1) Recruitment

##### 1) Number of Publicity Leaflets

Leafleting is believed to be the most useful means of publicising the recruitment of students. It is desirable to increase the number of leaflets to be distributed to recruit students from FY 2012 from the number printed to recruit students in FY 2011. The number of posters and guidelines printed for the first year are believed to be appropriate for subsequent years.

1 Special programmes are additional activities to reflect the needs and development tasks of a target country of the JDS Programme on top of the standard educational activities at the accepting universities, such as lectures and tutorials. These programmes are proposed and implemented by the accepting universities to further enhance the effects of the JDS Programme.

## 2) English Competency Test

As English is the official language of Ghana, the understanding of the accepting universities was secured that a certificate of English competency would exempt the Ghanaian students under the JDS Programme from the English competency test set by each university. However, the universities have implied that depending on the English language ability of the students accepted in FY 2012, they may impose an English competency test for students commencing their studies in FY 2013 onwards. It is desirable for the JDS Programme Office in Ghana to gather the latest information on the types of English tests, venues, test fees, application method and timing of such tests in Ghana to establish a system to quickly respond to any demand by the accepting universities in Japan for the selected students to sit an English test.

## 3) Timing of the Commencement of Recruitment

The time for potential applicants to apply for the JDS Programme in FY 2011 was rather short as it was only one month from the opening date for the acceptance of application documents to the closing date. As no preparatory surveying will be conducted from next year onwards, it is desirable to start accepting applications at least two weeks earlier than the JDS Programme for FY 2011 in order to provide sufficient time for potential applicants to prepare their documents, etc.

## 4) Activities to Encourage Applications During the Recruitment Period

It was revealed for FY 2011 that one target organization (MOH) had already sorted possible candidates prior to the submission of application documents to the MOFEP. In the coming years, it will be desirable for the Agent<sup>2</sup> to establish the state of applications through meetings with the target organizations so that motivated persons can be encouraged to submit their application.

## (2) Enhancement of the Mathematical Knowledge of the Selected Students

Economics is a key subject for students in both the economic and health fields hoping to acquire a master's degree in economics (or international studies / international relations) after arrival to Japan. Mathematical knowledge is essential when studying economics and it is highly desirable for the selected students to develop the minimum required mathematical knowledge to allow them to follow the lessons using the two periods of orientation before and after departure from Ghana and other times.

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2 The Consultant involved in the present preparatory survey will become the Agent for the JDS Programme in Ghana based on a contract with the Government of Ghana from the time of the acceptance of the selected students.

### (3) Support by the Agent for Student Life

It is planned that the Agent will provide the extra support listed below for the students after their arrival in Japan to meet their needs in a timely manner in addition to the standard support provided by the training supervisors in terms of finding private lodgings and monitoring.

- A staff of the Agent who lives vicinity of university will be introduced to the JDS students and universities so that he/she can provide useful advice relating to life in Japan while acting as a point for contact. These staff will also help those students who immediately need help (i.e. fall ill / involved in an accident, etc.)
- In the case the staff mentioned above is not immediately available, other people living nearby the accepting universities will be appointed as emergency personnel so that JDS students can immediately contact someone with a link to the Agent in the case of an emergency.
- The agent will continually gather relevant information from the foreign student section of each accepting university and local NPOs supporting foreign students and will establish a useful link with them.

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# **CHAPTER 1**

## **BACKGROUND AND HISTORY OF THE JDS PROGRAMME**

### **1.1 Current Situation and Pending Issues of the JDS Programme**

The Japanese Grant Aid for Human Resources Development Scholarship Programme (hereinafter referred to as the “JDS Programme”) is part of the plan to accept 100,000 international students of the Government of Japan. This JDS Programme was newly established in FY 1999 and aims at developing human resources to perform central roles in the formulation and implementation of social and economic development policies in developing countries.

According to the Guidelines for the Japanese Grant Aid for Human Resources Development Scholarship (JDS) Programme, the objective is to support human resources development in each participating country by offering places to study at a Japanese university to excellent young government officials in such countries who are expected to lead the planning and implementation of social and economic development plans in their countries. Another aim is for JDS fellows, because of their experience in and good understanding of Japan, to contribute to the broadening and enhancement of the foundations for bilateral relations between their countries and Japan. Furthermore, JDS fellows are expected to acquire specialist knowledge and research and human networking capabilities through their study at a Japanese university and play a vital role in solving social and economic development issues in their own countries in a practical manner. Some 2,500 young government officials from 12 Asian countries (as of FY 2011) have been accepted so far.

As the candidates from a country for the JDS Programme come from the same field and same target organization(s) to study at the same university during the programme period of six years (from acceptance of the first batch to the return of the fourth batch to their own country after graduation), it is hoped that the policy planning and project management ability of those young government officials from those target organizations which need human resource development will undergo the JDS Programme and will much improve, further contributing to solving the development issues of their own countries.

In FY 2011, a preparatory survey to formulate a plan for the acceptance of students under the JDS Programme was conducted in Ghana as the first such survey in Africa in an attempt to expand the scope of the candidate countries.

### **1.2 Background and History of the Requested Japanese Assistance**

#### **(1) Background and History of the Request**

One of the central pillars of Ghana’s national development plan is “improvement of the governance” of the government and the strong call for the reform of the public sector refers to the necessary enhancement of the capacity of government officials to provide effective and efficient

public services.

In Ghana, the Office of the Head of the Civil Service (OHCS) is responsible for the capacity development of government officials (recruitment, promotion, wages, code of conduct and training), including those of the central government. The type of training involving the obtaining of a higher academic degree by high ranking government officials has been provided by the Ghana Institute of Management and Public Administration (GIMPA), a public training organization, with the assistance of the World Bank. However, the drive to make the GIMPA self-financing has resulted in a decline of the training of government officials. At the same time, training opportunities for middle ranking government officials who should be at the forefront of public sector reform, especially degree-oriented training, have been limited, partly because of the budget constraints faced by all government ministries and agencies.<sup>3</sup>

Against this background, the Government of Ghana made a request in October, 2010 for the implementation of the JDS Programme (a grant aid scheme) in Ghana. The objective of the JDS Programme is the training of young government officials who are expected to play important roles in the future social and economic development of Ghana through their obtaining a master's degree at a Japanese graduate school. The JDS Programme also intends to strengthen the partnership between Japan and the recipient countries as JDS fellows are expected to develop a human network during and after their study in Japan.

## (2) Support Activities

A preparatory survey was conducted in Ghana with a view to applying the JDS Programme for the first time to Ghana.

Two consultants joined the survey team and assisted the JICA for the planning of the JDS Programme in Ghana which would involve four batches of students, commencing in FY 2012. The consultants also provided assistance for the recruitment, selection and acceptance procedure for the first batch of Ghanaian officials who would commence their stay in Japan in FY 2012.

The types of support work conducted are outlined in Table 1-1.

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<sup>3</sup> See the Home Page of the Capacity Development of Government Administration Project in Ghana (in Japanese): <http://www.jica.go.jp/project/ghana/0604663/01/01.html#02>

Table 1-1 Outline of the Support Work

Type of Work	Work Item	Work Description
Preparatory work in Japan (signing of the Agency contract to late August, 2011)	Gathering and analysis of information on Ghana	<ul style="list-style-type: none"> <li>• Examination of the original request, survey sheet on the requested assistance, Japan's aid policies for Ghana and related projects</li> </ul>
	Preparation of the work items involved in the preparatory survey and support work and their respective schedules; submission of these documents to the JICA	<ul style="list-style-type: none"> <li>• Submission of the planned work items, division of work among the team members and work schedule</li> </ul>
	Preparation of a questionnaire and translation of vital reference materials	<ul style="list-style-type: none"> <li>• Preparation of an English questionnaire for the supplementary survey</li> <li>• Translation of the tasks in the target fields</li> </ul>
	Gathering of information on the candidate accepting universities of which a draft list will be prepared by the JICA	<ul style="list-style-type: none"> <li>• Gathering of information on the outline of the candidate universities and the teaching contents, lecturers, system to accept foreign students and other relevant matters of the candidate post-graduate courses</li> </ul>
	Participation in the policy discussion meeting organized by the JICA prior to the dispatch of the survey team	<ul style="list-style-type: none"> <li>• Participation in the policy discussion meeting held on 26<sup>th</sup> August, 2011</li> </ul>
	Necessary arrangements for the preparatory survey prior to the dispatch of the survey team	<ul style="list-style-type: none"> <li>• Preparatory work, including the arrangement of a hotel and vehicles, for the preparatory survey to be conducted in Ghana</li> </ul>
	Preparations for recruitment activities	<ul style="list-style-type: none"> <li>• Preparation of an application guidebook, application form and publicity materials (posters, leaflets and information for HP)</li> </ul>
Work in Ghana	Preparations and arrangements for the field survey	<ul style="list-style-type: none"> <li>• Reconfirmation of appointments</li> <li>• Preparation of a project office</li> </ul>
	Participation of the field survey team: support for discussions with the Ghanaian side	<ul style="list-style-type: none"> <li>• Supplementary briefing at meetings with representatives of the Embassy of Japan, JICA Ghana Office and Government of Ghana and preparation of the M/M</li> <li>• Supplementary briefing at the O/C meeting and preparation of the M/M</li> <li>• Confirmation with the OC concerning the details of the recruitment and selection methods for the first batch of students</li> </ul>
	Supplementary survey	<ul style="list-style-type: none"> <li>• Implementation of the supplementary survey on the current conditions of the target organizations and other matters</li> </ul>
	Establishment of a programme office	<ul style="list-style-type: none"> <li>• Establishment of a room at the GHS office as the JDS Programme office</li> </ul>
	Recruitment activities	<ul style="list-style-type: none"> <li>• Preparation of an application guidebook, application form and publicity materials (posters and information for HP)</li> <li>• Request for each target organization to distribute the application guidebook and application form; distribution of the relevant documents to individual potential applicants</li> <li>• Recruitment meeting at each target organization and other places</li> <li>• Response to enquiries concerning the JDS Programme, accepting universities and others (by telephone or e-mail)</li> <li>• Collection of application documents</li> </ul>

Type of Work	Work Item	Work Description
Work in Ghana	Support for the work to select successful applicants	<ul style="list-style-type: none"> <li>• Check for inadequate application forms</li> <li>• Arrangements for the test on mathematical knowledge</li> <li>• Arrangements for the documentary examination</li> <li>• Arrangements for interviews with the applicants</li> <li>• Instructions for a health check, etc. (planned)</li> <li>• Arrangements for general interviews (planned)</li> </ul>
	Arrangements for the exchange of opinions between the accepting universities and target organizations	<ul style="list-style-type: none"> <li>• Coordination of the date and venue of a meeting for the exchange of opinions between professors from the accepting universities and staff members of the target organizations</li> <li>• Renewal of the draft basic plan and activity plan</li> </ul>
	Support for discussions with the Government of Ghana	<ul style="list-style-type: none"> <li>• Support for the decision on the final candidates and for the agreement on the draft basic plan for the priority fields at the O/C meeting</li> </ul>
	Provision of information for the selected applicants	<ul style="list-style-type: none"> <li>• Support by local staff</li> </ul>
Work in Japan	Gathering of information on the accepting universities	<ul style="list-style-type: none"> <li>• Gathering of information on the accepting universities</li> </ul>
	Discussions and coordination with the accepting universities	<ul style="list-style-type: none"> <li>• Posting of a letter requesting cooperation for the selection of successful applicants and the dispatch of a professor to Ghana to each accepting university</li> <li>• Courtesy visit to each accepting university and discussions on the schedule and procedures involved</li> <li>• Confirmation of the results of the documentary examination of the candidates by each accepting university and forwarding of the results to those in charge of the field work</li> <li>• Obtaining of the plan for special programmes from professors of the accepting universities</li> <li>• Obtaining of the application documents from each accepting university</li> </ul>
	Support for the dispatch of professors of the accepting universities, obtaining of the activity plan and payment of the application and examination fee	<ul style="list-style-type: none"> <li>• Payment of the travel expenses and gratuities regarding the dispatch of professors of the accepting universities to Ghana</li> <li>• Obtaining of the plan for special programmes</li> <li>• Payment of the application and examination fees to the accepting universities on behalf of the selected applicants</li> </ul>
	Preparation and submission of the cost estimation documents	<ul style="list-style-type: none"> <li>• Submission of the cost estimation documents covering the period from FY 2012 to FY 2014 to the JICA in mid-October</li> </ul>
	Preparation of the progress report	<ul style="list-style-type: none"> <li>• Compilation of the agreed matters with the Ghanaian side, survey findings, state of application of the Programme and pending issues (in November)</li> </ul>
	Preparation and submission of the basic plan for each priority field	<ul style="list-style-type: none"> <li>• Compilation of the student acceptance plan (basic plan) for each priority field (English and Japanese)</li> </ul>
	Submission of the draft final report	<ul style="list-style-type: none"> <li>• In English and Japanese</li> </ul>
	Submission of the final report	<ul style="list-style-type: none"> <li>• In English and Japanese</li> </ul>

### (3) Political and Economic Situation of Ghana

In the 25 year period from independence in 1957 to the start of the Rawlings Administration in 1981, Ghana experienced frequent changes of the government, including four military coup d'etats. However, the 1990's saw the progress of democratisation and the peaceful general elections contested by multiple political parties in 1992 and 1996 under the leadership of President Rawlings illustrates the political stability of the country. As President Rawlings abided by the constitution which prohibits a third consecutive presidency, Agyekum Kufuor, an opposition leader, was elected as the new president in the 2000 general election to succeed President Rawlings in January, 2001. This was hailed as a notable event as a change of the political leadership between two opposing parties was achieved peacefully for the first time in Ghana's history. In the next general election, the Kufuor Administration was replaced by the opposition party (National Democratic Congress: NDC) led by J. E. Atta Mills. The current Mills Administration has introduced several priority policies, including an increase of employment, the promotion of agriculture and the establishment of food self-sufficiency, correction of the north-south gap and departure from an economy dependent on primary products.

Ghana's economy is still typically dependent on the primary products of agriculture and mining. Agriculture accounts for some 40% of the GDP and some 60% of employment. The top three export products are cacao, gold and timber, all of which are liable to price fluctuations in the international market and the local weather conditions. Tourism has recently become an important source of revenue as it has risen to become the fourth largest earner of foreign currencies. Ghana experienced economic hardship from the late 1970's to the early 1980's and began its economic reconstruction efforts through structural adjustment in 1983 with the assistance of the World Bank. As a result, Ghana began to achieve an average annual GDP growth rate of 5% in the late 1980's, obtaining the status of a model performer of structural adjustment in Sub-Saharan Africa. In 2010, the GDP per capita reached some US\$ 1,100 with the country joining the ranks of middle income countries. Nevertheless, the widening gap between the rich and poor is considered to pose a lasting challenge.

Table 1-2 Major Economic Indicators for Ghana in Recent Years

Indicator		2005	2006	2007	2008
GDP	Total (US\$ million)	10,709.82	12,729.89	14,943.90	16,652.41
	Per Capita (US\$)	491.73	570.1	654.0	712.25
Real GDP Growth Rate (%)		5.9	6.4	5.7	7.3
Annual Inflation (annual average %)		14.4	10.5	10.73	16.5
Outstanding Foreign Debt (US\$ million)		6,347.80	2,176.5	3,590.4	3,982.6
Trade	Exports (US\$ million)	2,802.20	3,726.70	4,172.10	5,275.3
	Imports (US\$ million)	5,347.30	6,753.70	8,066.1	10,260.9
Fiscal Deficit (% of GDP)		2.7	4.9	9.3	14.9
Current Balance (US\$ million)		-	-	Δ2,151.5	Δ3,473.5

Source : National Development Planning Commission, Ghana, 2008 Annual Progress Report, 2008

#### (4) Development Strategy and Challenges Faced by the Government of Ghana

Through its long-term national development plan and poverty reduction strategy papers (PRSPs), the Government of Ghana places “economic growth accompanied by poverty reduction” at the core of the country’s development. The Ghana Vision 2020, the long-term national development plan for 25 years, announced in January, 1995 aims at achieving middle income country status by 2020 (already achieved in 2010) while listing five priority development themes. These are (1) human development, (2) economic growth, (3) rural development, (4) urban development and (5) an enabling environment based on the concept of “a human-centered approach to development”.

Meanwhile, the Ghana Poverty Reduction Strategy (hereinafter referred to as “GPRS”) (2003 – 2005) which was announced in 2002 and approved by the World Bank and International Monetary Fund (hereinafter referred to as “IMF”) in June, 2003 reiterated the spirit of the Vision 2020 and incorporated the Millennium Development Goals (hereinafter referred to as “MDGs”). The overall goal was set as “poverty reduction through the creation and fair distribution of wealth based on economic growth”. The five priority areas identified to achieve this goal were (1) macro-economic stability, (2) production and gainful employment, (3) human resources development and basic services, (4) the vulnerable and excluded and (5) governance.

The second phase called the Growth and Poverty Reduction Strategy (hereinafter referred to as “GPRS II”) (2006 – 2009) adopted the primary goal of joining the ranks of middle-income countries. Although it basically inherited the basic contents of the GPRS I, it was more oriented towards economic growth. The three main pillars of the new strategy were (1) enhancement of private sector competitiveness, (2) human resources development and improvement of basic services, including the vulnerable and excluded and (3) improvement of governance.

Table 1-3 Development Strategies of the Government of Ghana

Development Strategy	Ghana Vision 2020 (announced in 1995)	GPRS I 2003 – 2005	GPRS II 2006 – 2009
Primary goal	Attainment of middle income status by 2020	Poverty reduction through the creation and fair distribution of wealth based on economic growth	Economic growth accompanied by poverty reduction; attainment of middle income status by 2015
Priority tasks/areas	1. Economic development	1. Macro-economic stability  Production and gainful employment	1. Enhancement of private sector competitiveness 1-1 Private sector development 1-2 Modernisation of agriculture 1-3 Transport, energy, science and technology 1-4 Employment generation and improvement and expansion of safety nets
	2. Human resources development	2. Human resources development and improvement of basic services	2. Human resources development and improvement of basic services 2-1 Education, skills, manpower and sports development 2-2 Improved access to health care 2-3 Population management 2-4 Safe water and environmental sanitation 2-5 Urban development 2-6 Support for the vulnerable and excluded
	3. Enabling environment for national development	3. Governance	3. Improvement of governance 3-1 Political governance (democratisation, decentralisation, public sector reform and other) 3-2 Economic governance (fiscal policy management, monetary policy management and international trade management) 3-3 Good corporate governance 3-4 Promotion of evidence-based decision-making
	4. Urban development	4. The vulnerable and excluded	
	5. Rural development		

Source: Japanese Ministry of Foreign Affairs, “Report for Country Evaluation of Ghana (Third Party Evaluation), 2010”

The GPRS II ended in 2009 and the Ghana Shared Growth and Development Agenda (hereinafter referred to as “GSGDA I”), the succeeding development policy framework announced in 2010, has basically inherited the development targets of the GPRS II and has established the following priority agenda.<sup>4</sup>

4 National Development Planning Commission, Ghana Shared Growth and Development Agenda (GSGDA) (2010 – 2013), December, 2010

- Improvement and sustaining of macro-economic stability
- Enhancement of the competitiveness of Ghana's private sector
- Acceleration of agricultural modernisation and natural resources management
- Oil and gas development
- Infrastructure and human settlements development
- Human development, employment and productivity
- Transparent and accountable governance

The improvement of governance has been a consistent theme throughout the series of such national development plans as the GPRS, GPRS II and GSGDA. Active efforts to improve government services are particularly emphasised. Part of this emphasis is placed on the capacity development of government officials.

#### (5) Progress of Efforts to Achieve the MDGs

The Millennium Development Goals (MDGs) were announced in 2001 as common international development goals for the 21<sup>st</sup> Century, integrating the UN Millennium Declaration in September, 2000 and major international development goals adopted in the 1990's. The achievement of eight goals primarily related to education and health by 2015 is urged.

Table 1-4 Millennium Development Goals (MDGs)

Goal	Description	Targets
Goal 1	Eradication of extreme poverty and hunger	1A: Halving of the population of people living on less than \$1/day 1B: Achievement of decent employment for women, men and young people 1C: Halving of the proportion of people suffering from hunger
Goal 2	Achievement of universal primary education	2A: By 2015, all children can complete a full course of primary schooling
Goal 3	Promotion of gender equality and empowerment of women	3A: Elimination of gender disparity in primary, secondary and tertiary education • Ratios of girls to boys in primary, secondary and tertiary education • Share of women in waged employment in the non-agricultural sector • Proportion of seats held by women in the national parliament
Goal 4	Reduction of the child mortality rates	4A: Reduction of the under-five mortality rate by two-thirds between 1990 and 2015 • Under-five mortality rate • Infant (under one year) mortality rate • Proportion of one year old children immunized against measles
Goal 5	Improvement of maternal health	5A: Reduction of the maternity mortality rate by three-quarters between 1990 and 2015 5B: Achievement of universal access to reproductive health care by 2015
Goal 6	Combating of HIV/AIDS, malaria and other diseases	6A: Have halted and begun to reverse the spread of HIV/AIDS by 2015 6B: Achievement of universal access to treatment for HIV/AIDS for all who need it by 2010 6C: Have halted and begun to reverse the incidence of malaria and other major diseases by 2015



Goal	Description	Targets
Goal 7	Ensuring of environmental sustainability	7A: Integration of the principle of sustainable development to country policies and programmes 7B: Reduction of the loss of biodiversity and the achievement of a significant reduction of the rate of loss by 2010 7C: Halving of the proportion of the population without sustainable access to safe drinking water and basic sanitation by 2015 7D: Achievement of a significant improvement of the lives of at least 100 million slum-dwellers by 2020
Goal 8	Development of a global partnership for development	8A: Further development of an open, rule-based, predictable, non-discriminatory trading and financial system 8B: Addressing of the special needs of least developed countries (LDCs) 8C: Addressing of the special needs of land-locked developing countries and small island developing states 8D: Comprehensively dealing with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term 8E: Provision of access to affordable, essential drugs in developing countries in cooperation with pharmaceutical companies 8F: Making available the benefits of new technologies, especially information and communication, in cooperation with the private sector

Source: United Nations, Millennium Development Goals, 2009 Progress Chart

Although Ghana is expected to achieve the MDGs in general, the achievement of Goal 4 (reduction of the child mortality rates) and Goal 5 (improvement of maternal health) is considered difficult, making it necessary for the Government of Ghana to urgently introduce measures focused on these issues.

### 1.3 Policy for Japanese Assistance for Ghana

Ghana has been one of the priority countries for Japanese ODA for Africa. The Country Assistance Plan for Ghana was revised in June, 2006 (the work to revise this plan is in progress as of March, 2012). The new plan adopted the stance that the primary objective of Japanese assistance for Ghana would be assistance for “economic growth accompanied by poverty reduction” as declared in the GPRS II by the Government of Ghana. As part of this policy, the “acceleration of rural development” and “promotion of industrial development” are given the status of priority development themes. Moreover, “strengthening of the capacity of public administration and institutional development” is called for from the viewpoint of effectively dealing with Ghana’s priority development themes in a cross-sector manner.

The Government of Japan has also set strategic objectives (SOs) and a cooperation programme to implement Japan’s ODA for Ghana based on the above-mentioned policy.

Table 1-5 Development Goals and Priority Development Themes of Japanese Assistance for Ghana

Development Goal: Economic growth accompanied by poverty reduction	
Priority Development Theme /Task	Description
Acceleration of rural development	Japan will support the reactivation of the rural economy, particularly improvement of the income of small farmers and an increase of the agricultural productivity, by strengthening the production basis, capacity building and organization of farmers, linkage between agriculture and manufacturing and promotion of agricultural production and its productivity, processing and marketing. To enhance the synergic effects of these actions, assistance will be provided for the improvement of infrastructure, such as that for the transportation of agricultural products to consuming regions. (Strategic Objective 1: Promotion of agricultural development) Japan will also support improvement of the living conditions in rural areas through improvement of the health conditions of local people and their empowerment, by improving the community health service system, strengthening health care administration and infectious disease control and improving access to education. (Strategic Objective 2: Improvement of basic social services in deprived areas)
Promotion of industrial development	Japan will support the development of the local manufacturing industry which contributes to the addition of value for agricultural processing and improvement of the value chain from agricultural and industrial production to distribution. Such assistance will primarily focus on micro, small and medium enterprises and aim at stimulating economic growth led by the private sector. Due consideration will be given to strengthening the effective linkage between agriculture and industry. Efforts will also be made to assist the promotion of tourism which has the potential for growth, policy formulation and the creation of an enabling business environment. (Strategic Objective 3: Private sector development) Japan will also support the development of human resources needed by the industrial sector by improving the quality of technical and vocational education and training (TVET) as well as improving the quality of science and mathematics education and the public administration capacity. (Strategic Objective 4: Human resources development required by the industrial sector)
Strengthening of public administration and institutional development	To effectively support the two priority development themes and to ensure the sustainability of the achievements, Japan will assist the strengthening of public administration by developing the capacities of human resources and institutions in the public sector at both the central and local levels. Assistance will be selectively provided and will target areas of strategic importance.

Source: Compiled by the Consultant based on the Ministry of Foreign Affairs, Country Assistance Programme for the Republic of Ghana, 2006.

#### 1.4 Trends of Aid of Other Donors

Since the adoption of a structural adjustment policy by Ghana in 1983, Japan and other donors have provided large funds for Ghana as they consider Ghana to be a focal country for aid for Africa. Since the mid-1990's, Ghana has adopted a sector programme approach in the health and education sectors. As Ghana was considered by donors to be a model African country in terms of political stability (governance), it became a pilot country for the Comprehensive Development Frame (CDF)<sup>5</sup> of the

5 The implementation of CDF began under the leadership of James Wolfensohn, President of the World Bank. It was developed based on the concept that sustainable growth and poverty reduction could only be achieved through a comprehensive approach incorporating the government, institutional systems and society in addition to macro-economic, fiscal and financial considerations.  
(Source: Ohno, J, Report for the Study on Programme Aid: Shifting Aid Approach from Support for International Balance of Payments to Sector and General Budget Support, Research Institute for Development and Finance)

World Bank in 1999. In more recent years, Japan and many other donors have been involved in general budget support.

Table 1-6 Outline of Aid for Ghana of Main Aid Organizations

Aid Organization	Priority Areas	Scale of Aid
World Bank (MDBS)	Wide ranging support (12 sectors) for economic growth, achievement of the MDGs and improvement of inequality	Current programme: approx. US\$ 1.4 billion in 3 years Next programme: approx. US\$ 1.3 billion
African Development Bank (MDBS)	Agriculture and infrastructure (electricity, transportation and water)	Commitment in 2008: US\$ 989.7 million (of which US\$ 140 million for MDGs)
EBRD (MDBS)	Infrastructure, governance and private sector development	Budget for 2008 – 2013: €367 million; increased budget from the previous CAS
USAID	Health, education, HIV/AIDS and governance	2009: US\$ 115 million 2010: US\$ 140 million reflecting the recent trend of increase
GTZ (Germany) (MDBS)	Agriculture, private sector development and governance	€53 million pledged for 2007 – 2008
DANIDA (Denmark) (MDBS)	Health, decentralisation, governance and private sector development	2009 budget: approx. US\$ 70 million of which 37.5% went to general budget support (general and sector aid)
CIDA (Canada) (MDBS)	Water and food security, governance and poverty reduction in the north	Actual disbursement for 2006 – 2007: US\$ 69.3 million

Note: MDBS = Multi-Donor Budget Support Framework

Source: Ministry of Foreign Affairs, Country Assistance Programme for the Republic of Ghana, 2006

#### (1) Scholarship Programmes of Other Donors for Master's Degree Courses

As part of the preparatory survey, the Consultant conducted a supplementary survey of which one target area was the scholarship programmes offered by other donors.

In Ghana, the general procedure for a scholarship demands that candidates/applicants obtain information on universities unlike the JDS Programme where a dedicated office organizes explanatory meetings to encourage applications.

The MOFEP, National Development Planning Commission (hereinafter referred to as “NDPC”), Ghana Statistical Service (hereinafter referred to as “GSS”), Bank of Ghana (hereinafter referred to as “BOG”) and other organizations in Ghana have sent employees to Japanese universities under the JICA's long-term trainee scheme. Many other countries also offer scholarships for Ghanaian nationals and Table 1-7 lists those scholarships for master's degree courses.

Table 1-7 Scholarships for Master's Degree Courses (All Handled by the MOFEP)

Provider	Main Target Organization	Number	Graduate School	Recruitment and Selection Process
Government of the UK (DFID)	All ministries and agencies	Small	Applicants choose from graduate schools in the UK (wide-ranging courses)	Firstly, an applicant must obtain an enrolment permit from the university of his/her choice and apply for a scholarship through the website or local office (or embassy) of the provider.
Government of Denmark (DANIDA)	MOH; GHS	Small (suspended since 2008)	Applicants choose from graduate schools in Denmark (the courses should be related to the target organizations)	
Government of the Netherlands	All ministries and agencies	Approx. 10 every year	Applicants choose from graduate schools in the Netherlands (wide-ranging courses)	
UNICEF	NDPC	Small (possibly 1); no recent recruitment	Applicants choose themselves (any graduate school in the world with wide-ranging subjects to choose from)	
World Bank	NDPC	Small (possibly 1); annual recruitment	Applicants choose themselves (any graduate school in the world with wide-ranging subjects to choose from); a list of recommended universities is available	
China	MOFEP	One applicant in 2011 (normally zero)	A public policy course (for one year) is available only for 2011/2012; the accepting university is unknown	Recruitment and selection through the Embassy of China
Korea (KOICA)	All ministries and agencies	Approx. 5 every year	Master's degree courses (1.5 to 2 years) in public policies, international trade, development studies and economics are available at several universities	Candidates are firstly selected and recommended by ministries and the final selection is made by the Embassy of Korea (or KOICA)
India	All ministries and agencies	Approx. 5 every year	Master's degree courses (1 – 2 years) in personnel management and IT are available at several universities	Candidates are firstly selected and recommended by ministries and the final selection is made by the Embassy of India

Note: None of these programmes organize an explanatory meeting (the MOFEP notifies ministries and agencies of them by letter).

Source: Compiled by the Consultant based on the results from Supplementary Survey

#### 1) Netherlands Fellowship Programme (NFP)

The Netherlands Fellowship Programme consists of three pillars: Fellowship for Master's Degree Programme, Fellowship for Short Courses and Fellowship for Ph.D. Studies. The available master's courses are quite diverse and include agriculture, forestry, fishery, architecture and urban planning, art and humanities, business administration and management, education and professor training, engineering, environmental science, fine and

applied art, law, mass communication and information science, mathematics and computer science, medical and health sciences, natural science, services, tourism and leisure, social and behavioural science and transport and communications. The number of universities from which these courses can be chosen is also quite large. There is no dedicated office for the NFP and applications are handled by the head office of the Netherlands Organization for International Cooperation in Higher Education (NUFFIC) and the embassy. An applicant firstly applies to the university of his/her choice (a university guidebook listing suitable universities and their courses in each field is distributed to all ministries and agencies). Once an applicant is allowed to enrol on a course, he/she completes a NFP scholarship form available at each ministry and submits it to the Embassy of the Netherlands. If he/she successfully completes the subsequent selection process, he/she can officially attend the university of his/her choice as a foreign student.

No explanatory meetings are held and only the guidebook is distributed to each ministry/agency. According to the MOFEP, many government officials are not aware of this scholarship.

The available number of this scholarship appears to vary from one year to another depending on the size of the allocated budget. According to a MOFEP official in charge of aid from the Netherlands, the ministry does not know the exact number of applicants as some people apply directly via the Internet. However, an educated guess is around 10 each year.

## 2) Other Main Scholarship Providers

- DANIDA (Denmark): Although this scholarship has been unavailable since 2008, its focus used to be placed on a master's course or a short course, primarily in the health sector.
- UNICEF: The UNICEF does not provide a scholarship every year but the NDPC was the target organization in the past. The latest offer was made two years ago.
- World Bank (Joint Japan/World Bank Graduate Scholarship Programme): This programme serves government officials and applicants can select anywhere in the world to pursue their studies. An application is made on a personal basis, selecting from the list of universities around the world on the Internet. Both this scholarship and the UNICEF scholarship allows applicants to choose universities to study anywhere in the world, including Japan (although most of the universities listed are located in English-speaking countries). A wide range of courses are available.

- British Government: The British Council offers a scholarship to study at the graduate school of British universities. Any British university can be opted for and the range of available courses is quite wide. This scholarship is not restricted to either Ghana or government officials. Meanwhile, the Department for International Development (DfID) operates a master's degree scholarship scheme for government officials in Commonwealth countries.

## **CHAPTER 2**

### **CONTENTS OF THE JDS PROGRAMME**

#### **2.1 Outline of the JDS Programme**

In FY 2009, the primary objective of the JDS Programme was changed to improvement of the administrative capacity of the participating countries and the target personnel became those likely to develop the capability to plan policies to solve various problems in the future.

As the candidates from a country for the JDS Programme come from the same field and same target organization(s) to study at the same university during the programme period of six years (in four batches), it is hoped that the policy planning and project management ability of those government officials who have undergone the JDS Programme will much improve, further contributing to solving the development issues of their own countries.

##### (1) Framework of the JDS Programme for Ghana

###### 1) Objective

Improvement of the economic, financial and fiscal management ability of government officials working at the target organizations

###### 2) Countries Involved

Japan and Ghana (around Accra)

###### 3) Maximum Number of Students Accepted

5 students/year (up to 20 students in four years)

###### 4) Sub-Programmes (JDS Priority Areas) and Their Components (JDS Development Themes)

###### ① Sub-Programme: Development of governance and financial capacity

Component: Enhancement of governance and financial administration

###### ② Sub-Programme: Improvement of basic social services

Component: Improvement of basic social services (support for health policy)

###### 5) Implementation System

The JDS Programme is implemented with the cooperation of the Operating Committee, the members of which are representatives of the Government of Ghana, the Embassy of Japan in Ghana and the JICA Ghana Office. The Operating Committee primarily discusses such matters as (1) implementation policy, (2) work schedule, (3) subject areas for acceptance,

(4) target organizations for recruitment, (5) accepting universities, (6) selection method and (7) finalisation of JDS candidates.

6) Likely Target Organizations

- MOFEP, NDPC, GSS, and BOG
- Ministry of Health (MOH) and Ghana Health Service (GHS)

7) Target Personnel

The target personnel are those who will immediately be involved in such practical work as policy planning at the heart of government on their return to Ghana and the subject courses are restricted to master's degree courses.

(2) Agreed Matters at the First Operating Committee Meeting

The Preparatory Survey Team for the JDS Programme in Ghana was dispatched from Japan to Ghana from 5<sup>th</sup> to 9<sup>th</sup> September, 2011 and two consultants joined the team. The purposes of the survey are listed below.

- To explain the purpose, implementation system and other relevant matters concerning the JDS Programme and the objectives and method of the preparatory survey to the Ghanaian side to ensure a proper understanding of these matters by the Ghanaian side
- To discuss and agree the components, sub-programmes, target organizations, number of students to be accepted and accepting universities under the JDS Programme for Ghana
- To explain the planned recruitment and selection schedule and to discuss and agree the recruitment and selection methods and required qualifications for eligibility for the JDS Programme

During the survey period in Ghana, the first Operating Committee meeting was held on 7<sup>th</sup> September and the agreed matters at this meeting are described below.

Date	: 7 <sup>th</sup> September, 2011
Venue	: MOFEP Conference Room
Participants	: Operating Committee members Japanese side : representatives of the Embassy of Japan in Ghana and JICA Ghana Office Ghanaian side: representatives of the MOFEP, MOH and GHS
Agenda	: Discussions on the JDS Programme for Ghana and agreement on the framework



1) Discussion Results and Agreed Matters

A. Necessary Financial Undertakings by the Government of Ghana Under Japan's Grant Aid Scheme

The Survey Team explained to the MOFEP that the JDS Programme is a type of Japan's grant aid scheme for which the recipient country is required to bear the cost of the banking arrangements. The MOFEP responded that they are well aware of the necessary banking arrangements because of their past experience of Japan's grant aid and that the Ghanaian side fully understands that Ghana is liable to pay the banking cost for the JDS Programme.

B. Implementation System

It was agreed that the Embassy of Japan and the JICA Ghana Office on the Japanese side and the MOFEP, MOH and GHS on the Ghanaian side will send their representatives to the JDS Programme Operating Committee meetings which will be held twice a year. It was agreed that there would be no joint chairpersons. Instead, the position of chairperson would be held by the representative of the MOFEP and the position of vice-chairperson would be held by the representative of the Embassy of Japan.

It was concluded that three students would be accepted at Kobe University for Component 1: Development of Governance and Financial Capacity and two students would be accepted at the International University of Japan for Component 2: Improvement of Basic Social Services (Support for Health Policy). It was agreed that the target organizations would be reviewed each year, if necessary, by the Operating Committee.

C. Approval of the Acceptance Plan

The concrete acceptance plan agreed at the meeting is shown in Table 2-1.

Table 2-1 Acceptance Plan Agreed at the Meeting

Sub-Programme	Enhancement of Governance and Financial Administration	Improvement of Basic Social Services
Component	Development of Governance and Financial Capacity	Improvement of Basic Social Services (Support for Health Policy)
Background	<p>It is expected that stable economic growth in Ghana will continue over the short term due to the high price of the main export commodities (sources of foreign currency revenue) ,such as gold and cocoa, and the commencement of oil production in the latter half of 2010. Meanwhile the Government of Ghana is still facing serious financial challenges, including a deficit in government expenditure due to arrears by the former government and an over spend in the current expenditure. In 2010, the calculation method for the GDP per capita was adjusted and Ghana is now stated as being a middle-income country with a GDP per capita of some US\$ 1,100 (in 2010) compared to the previous figure of some US\$ 650 (in 2009) even though there are serious problems involving a widening income gap within the country. Stabilization of the macro economy is acknowledged as one of the most important priorities in the 'Ghana Shared Growth and Development Agenda (GSGDA I)' announced in 2010, and to this end, it will be necessary to implement measures designed to urgently restore fiscal soundness. The reality is, however, that the ministries to introduce these measures, fore-mostly the MOFEP, do not have enough staff members with the required experience and knowledge. The IMF has pointed out that public spending management has not been strong in Ghana and Japan has begun to provide assistance through a project to enhance comprehensive financial management in all aspects of budget planning, implementation, and monitoring within the Ministry of Food and Agriculture. Moreover, assistance for the development of human resources capable of driving financial reform forward over the mid and long terms within the MOFEP is desirable as this will benefit the Government of Ghana as a whole. The relevance of such assistance is high because improvement of debt sustainability for the Government of Ghana will influence the direction of Japan's mid and long term assistance when Japan considers introducing the yen loan scheme in the near future.</p>	<p>Against the background that MDG4 (reduction of child mortality) and MDG5 (improvement of maternal health) are considered to be difficult to achieve in Ghana, improvement of the health of mother and child is the biggest challenge faced by the health sector of the country. Although the Government of Ghana set the health of mother and child as a priority task in its Third Health Sector Five Year Plan (2007 – 2011), there has been persistent concern on the part of both the Government of Ghana and donors in the health sector regarding the delay of improvement, especially in terms of reducing the maternal mortality rate. Together, they established the Millennium Development Goal Acceleration Framework (MAF) and Joint Action Plan (JAP) detailing the measures designed to achieve MDG4 and MDG5 in term for the UN Summit on the Millennium Development Goals in September, 2010.</p> <p>Following these initiatives described above, the Government of Ghana has promoted prioritized intervention, such as, (a) improvement of family planning, (b) increased delivery assistance by medical providers and (c) improvement of urgent maternity and new-born babies' care.</p> <p>Meanwhile, the JICA is planning to implement the 'Project for Improving the Health System through Functional CHPS in the Upper West Region' under the Programme on Enhancement of Maternal Health System in Upper West Region (provisional name). To raise the overall standard of the envisaged health care systems, it is vital to strengthen the capacity for human resources management, logistics management (equipment and medicine), financial management (service delivery), and planning, monitoring and evaluation of government officials.</p>
Accepting University	Graduate School of International Cooperation Studies, Kobe University	Graduate School of International Relations (GSIR), International University of Japan
Degree to Obtain	Master's Degree in Economics	Master's Degree in International Relations or Economics
Number of Students	12 students (3 students/batch x 4 batches)	8 students (2 students/batch x 4 batches)
Operating Committee	MOFEP, MOH, GHS, Embassy of Japan and JICA Ghana Office	
Target Organizations	MOFEP, NDPC, GSS and BOG	MOH and GHS

D) Required Qualifications

The required qualifications for the applicants are as follows.

- An applicant shall be between 22 and 39 years of age as of 1<sup>st</sup> April of the fiscal year of the applicant's arrival in Japan.
- An applicant should have at least three years' work experience in the relevant field.
- An applicant must not have already obtained or be scheduled to obtain a master's degree on a scholarship awarded by another development partner or foreign aid agency.

E) Managing Organization

It was agreed that the MOFEP will be the managing organization for both components, i.e. "Enhancement of Governance and Financial Administration" and "Improvement of Basic Social Services Support for Health Policy". The MOFEP will also be in charge of requesting the target organizations to encourage their officials to apply and of arranging the application documents.

F) Office of the JDS Programme in Ghana

It was agreed that a room at the GHS building would be provided for the consultant to function as the JDS Programme office. Because of the lack of any office furniture, the consultant will procure the necessary furniture. In regard to the electricity charge, the MOH currently pays the charge but it is planned to delegate the relevant responsibility to each organization. When the GHS becomes liable for payment of the electricity charge, the JDS Programme office will install its own watt hour meter with a view to paying the electricity charge for the office.

The Minutes of Discussion (hereinafter referred to as "M/D") for the preparatory survey agreed by the Operating Committee is included in this report as Appendix 4. Because of the circumstances in Ghana, the M/D was signed on 13<sup>th</sup> September, 2011 after the departure of the public sector members of Preparatory Survey Team from Ghana by Enoch Herman Cobbinah, Chief Director of the MOFEP, representing the Ghanaian side and Jiro Inamura, chief representative of the JICA Ghana Office.

(3) Supplementary Survey to check the Situation at the Target Organizations

As part of the preparatory survey, a supplementary survey was conducted to establish the situation (number of potential candidates satisfying the required qualifications, human resources development plan and needs, problems faced by individual target organizations and other relevant matters) of the target organizations for the planned sub-programmes/components.

1) Survey Method

A questionnaire was prepared in advance and was distributed to six target organizations via the JICA Ghana Office. Once in Ghana, the consultants visited these organizations to conduct an interview survey while collecting the questionnaire.

2) Survey Contents

- Roles, challenges faced and research needs of the organization
- Number of staff members eligible for the JDS Programme
- Existing of a master's degree programme sponsored by another donor
- Feasibility of reinstatement on return to Ghana

3) Main Challenges Faced by the Target Organizations and Hoped for Study Themes at the Accepting Universities

The supplementary survey found the main challenges faced by the target organizations for the two components of the JDS Programme in Ghana and their hoped for study themes at the accepting universities as outlined in the table below.

Component: Development of Governance and Financial Capacity

Target Organization	Main Challenges/Problems	Hoped for Study Themes
MOFEP	Shortage of officials capable of planning, monitoring and evaluating economic policies, conducting financial management and forecasting economic performance	Economic management; fiscal management; economic forecasting/ plan formulation; ICT
NDPC	Policy planning; monitoring and evaluation techniques	Planning of economic policies; monitoring and evaluation of the policy implementation process
GSS	Development of an effective human resources management information system; development and training of the policy planning capacity of officials; ICT training	Sampling techniques; various statistical analysis techniques (economic, industrial, social and demographic statistics)
Bank of Ghana	Development and training of the policy planning capacity in line with the strategy of the Bank of Ghana	Law (international law, business law and governance, etc.); economic policies; bank supervision; revenue control

Component: Improvement of Basic Social Services (Support for Health Policy)

Target Organization	Main Challenges/Problems	Hoped for Study Themes
MOH	Shortage of officials capable of planning, monitoring and evaluating policies; resource mobilisation; plan formulation	Planning of effective policies; adequate resource mobilisation; effective monitoring and evaluation techniques for the policy implementation process
GHS	Insufficient personnel management (performance management techniques and health personnel assessment techniques) in the health sector; insufficient capacity of those managing health sector finance and those delivering health services	Study of the financial management of the health sector and health service delivery

The above tables indicate that the main challenges faced by the target organizations coincide with their hoped for study themes at the accepting universities. More detailed survey findings for the target organizations are given in Appendix 7.

#### 4) Other Findings of the Supplementary Survey About the Target Organizations

The supplementary survey also confirmed the following points, all of which suggest that there are no significant constraints to the execution of the planned four batches under the JDS Programme for Ghana.

- The survey found that there are many officials at all six target organizations who are eligible for the JDS Programme in terms of age, working years and scholarships of other donors and that each organization can continue to recommend suitable candidates for four consecutive years.
- In regard to the feasibility of reinstatement on return to Ghana, all of the organizations replied that they will reinstate those returning to Ghana on their completion of their master's degree course. In Ghana, any government official going abroad to study is required to sign a contract assuring the government that he/she will work for the government for at least three years on his/her return to Ghana. All of the target organizations also replied that studying abroad will not affect the salary scale or promotion as these are determined by the actual work performance of individuals.
- The number of government officials taking a master's degree course abroad on scholarships provided by other donors is small. Even at the MOFEP which appears to have benefited the most from such scholarships, the number is only several each year. Other organizations may not have any. Therefore, there will not be many candidates infringing the condition of not having obtained a master's degree on a scholarship provided by another donor.
- English is the official language in Ghana and is the language used for primary education through higher education. English is the common language used by all ministries and agencies. Many universities in Western countries actually waive the English competency test (for example, TOEFL or TOEIC) for students from Ghana. As such, English language ability should not pose a problem for potential applicants for the JDS Programme from the target organizations.

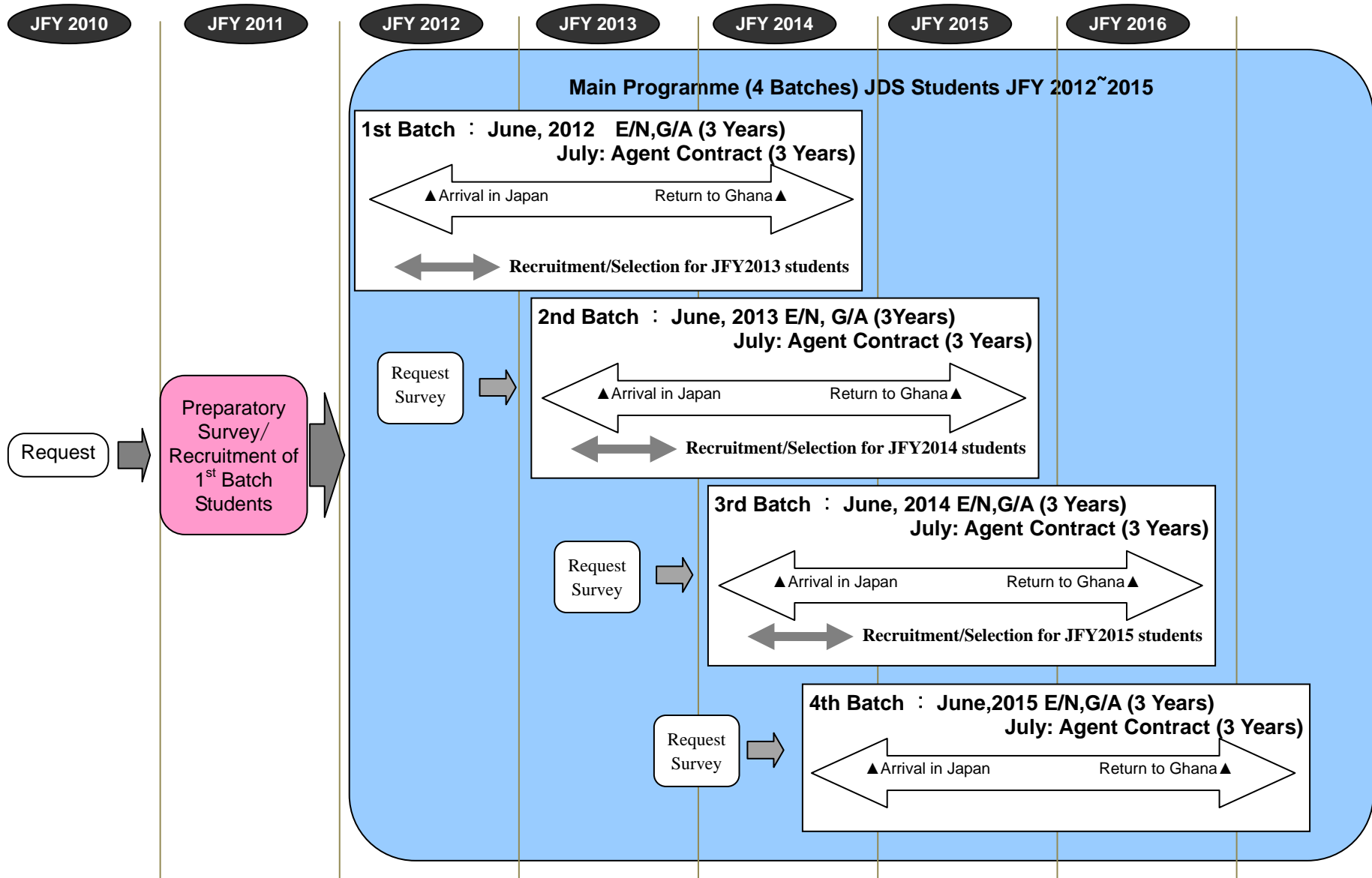
## 2.2 Design of the Scale of the JDS Programme for Ghana

Based on the acceptance plan described in 2.1, the cost for Batch 1 when the selected students will arrive in Japan in FY 2012 was estimated. The preconditions for estimation are explained below.

<p>&lt; Implementation Cost &gt;</p> <ul style="list-style-type: none"><li>• The application and examination fees, admission fee, tuition fee and scholarship for three students studying at Kobe University and two students studying at the International University of Japan for FY 2012 are estimated.</li><li>• The application and examination fees for students enrolling in FY 2013 are estimated.</li><li>• The cost of special programmes based on ¥500,000 per student per year is estimated.</li></ul>
<p>&lt; Service Cost (Ghana) &gt;</p> <ul style="list-style-type: none"><li>• The orientation cost prior to departure for Japan is estimated based on the assumption that orientation will last for approximately five days.</li><li>• As it was decided that the GHS will provide an office for the JDS Programme, only the electricity cost in relation to the lease of an office is accounted for.</li><li>• The recruitment and selection cost for students for FY 2013 is accounted for.</li><li>• The rate of inflation in Ghana is taken into consideration for estimation purposes.</li></ul>
<p>&lt; Service Cost (Japan) &gt;</p> <ul style="list-style-type: none"><li>• The timing of the arrival of the Ghanaian students in the first batch is set at late August, 2012.</li><li>• After arrival, these students will undergo orientation in Tokyo for approximately five days before moving to their respective universities. It is planned that those studying at Kobe University will lodge privately while those studying at the International University of Japan will stay in the university's hostel.</li><li>• The timing of departure from Japan is set at July, 2014 for those studying at the International University of Japan and October, 2014 for those studying at Kobe University.</li></ul>

## 2.3 Schedule for the JDS Programme

The preparatory survey conducted in FY 2011 established the likely implementation schedule for the four batches of the JDS Programme for Ghana as shown in Fig. 2-1. In each fiscal year, an Exchange of Notes (hereinafter referred to as "E/N") and Grant Agreement (hereinafter referred to as "G/A") will be signed for the relevant batch. The JICA will recommend the consultancy firm which has been involved in the preparatory survey as the Agent for the JDS Programme to the Ghana side and this consultancy firm will conclude an agent agreement with the Government of Ghana after the signing of the E/N and G/A for each fiscal year to support the implementation of the JDS Programme.



Source: Prepared by the Consultant based on materials provided by the JICA.

Fig. 2-1 JDS Programme for Ghana (4 Batches)

## **2.4 Outline of the Obligations of the Recipient Country**

As mentioned earlier in 2.1, the Government of Ghana side will have the physical and financial obligations under the JDS Programme as agreed with the Preparatory Survey Team.

### **(1) Physical and Financial Obligations of the Government of Ghana**

#### **1) Provision of the JDS Programme Office**

It was agreed that the GHS will provide a room for the consultant to function as the JDS Programme office.

#### **2) Payment of Bank Commissions as Required by the Grant Aid Scheme**

As in the case of other grant aid projects of the Government of Japan, it was agreed that the Government of Ghana as the recipient will pay the necessary bank commissions.

### **(2) Roles of the Government of Ghana for the JDS Programme**

The principal roles to be played by the Government of Ghana for the JDS Programme are described below.

- As the competent ministry of all the components, the MOFEP will perform the management duties, including the arrangement of the application documents and acting as the chairperson at meetings of the Operating Committee which will be held twice a year.
- Members of the Operating Committee will meet twice a year and will decide the successful applicants for the JDS Programme.
- During the study period of the selected officials, the MOFEP will regularly monitor these officials via the Agent with a view to checking their well-being and study progress and to discuss matters of concern and will hold discussion meetings with a suitable body when-ever such meeting is deemed to be necessary.
- After the return of the officials to Ghana, the MOFEP will organize a debriefing meeting for the returned officials to report on their achievements, etc. to establish the outcomes of their study in Japan. The MOFEP will make efforts to ensure that the returned officials go back to their original organizations in positions in which their achievements under the JDS Programme can be fully utilised.

## **2.5 Follow-Up**

As follow-up activities for the officials returning from Japan, (1) holding of a debriefing meeting immediately after their return to Ghana and (2) a questionnaire survey for the returned officials and their superiors at the target organizations approximately three years after their return will be conducted.



(1) Outline of the Debriefing Meeting to be Held Soon after Officials' Return to Ghana

Timing	: Soon after return to Ghana
Participants	: Returned officials, members of the Operating Committee, superiors of the returned officials at their organizations and representatives of the Embassy of Japan, JICA Ghana Office and the Agent, etc.
Agenda	: <ul style="list-style-type: none"><li>- Newly acquired expert knowledge on development issues as a result of the study in Japan</li><li>- Presentation of the study achievements and of the career plan and action plan at the target organization utilising such achievements</li><li>- Outcomes of the human network development efforts in Japan</li></ul>

(2) Questionnaire for Returned Officials and Their Superiors Three Years After Return

Three years after the return of the officials to Ghana, a questionnaire survey will be conducted by JICA. It is proposed that the items of this survey be the same as the ones conducted with students while they are studying in Japan.

## **CHAPTER 3**

### **EXAMINATION OF THE RELEVANCE OF THE JDS PROGRAMME**

#### **3.1 Expected Outcomes of the JDS Programme**

The JDS Programme is expected to produce several positive outcomes. Firstly, the policy planning and implementation abilities of each recipient country of this grant aid scheme of the Government of Japan will improve through the training of young government officials who are expected to lead the planning and implementation of social and economic development plans in their own countries at Japanese universities. Secondly, as a presumption of the JDS Programme is that after studying in Japan, these government officials, i.e. JDS Programme students, will be reinstated at the organizations from which they were selected for the JDS Programme, they will enhance the ability of these organizations to deal with social and economic development issues by means of sharing their newly acquired knowledge, etc. in Japan throughout these organizations. Thirdly, these young government officials will develop a human network through their study period in Japan, contributing to the consolidation of the friendship between the recipient countries and Japan as people with a good understanding of Japan. These government officials, i.e. JDS fellows, will have acquired specialist knowledge, conducted research work and built up a human network through their study at a Japanese university and are expected to play an important role in their own countries as experts with knowledge to practically solve many development issues faced by their countries.

To quantitatively assess the outcomes of the JDS Programme using certain indicators, the relevant work will be conducted with each student before departure to Japan, in the middle of the study period and after return to Ghana as detailed later.

#### **3.2 Supplementary Survey for Project Completion Evaluation**

Under the JDS Programme for Ghana, it is planned to conduct a monitoring survey in 2015, three years after the arrival of the first batch of students to Japan. The objective of this survey is to know the achievement and problem of JDS and to determine whether or not the following objective of the JDS Programme is likely to be achieved by asking Ghanaian government officers, among others.

- Improvement of the ability to plan economic and financial policies and to manage the budget of those involved in the administration of the target organizations

This survey also aims at examining the possibility to conduct JDS Programme for Ghana Phase II. Also JICA will distribute questionnaire to former JDS students three years after returning to Ghana. The evaluation indicators to be used are as follows.

- Ratio of JDS participants who have obtained a Master's degree
- Ratio of JDS participants who on their return to Ghana are assigned to a workplace with a high relevance to their study/expertise

The Programme evaluation will not stop at simply verifying the degree of achievement of the programme purposes and will cover such topics as the quality of life in Japan as a foreign students, difficulties faced and how such difficulties were overcome (or not) with a view to making useful recommendations for the planning of any future JDS Programme from the viewpoint of the PDCA (Plan, Do, Check and Action) Cycle.

Regular monitoring and evaluation at various stages, i.e. before departure to Japan, during study in Japan and after return to Ghana, will take place to check the degree of achievement of the purpose of the Programme and any shortcomings of the programme implementation process.

There are conceivably three target areas of the JDS Programme for monitoring and evaluation.

- Development of the personal ability of each student and the benefit of such development to the target organization
- Daily life as well as academic life of each student in Japan
- JDS Programme for Ghana in general

Table 3-1 Target Areas, Contents and Method of Monitoring and Evaluation

Target Area	Contents	Method
Development of personal ability and benefit to the target organization (Monitoring/Evaluation Item A)	Measuring of the changing ability (expertise and attitude) of each student as a result of the study in Japan to determine any benefit to the target organization	<ul style="list-style-type: none"> <li>• Interview with each student, debriefing meeting and questionnaire</li> <li>• Interview with and questionnaire for the accepting university</li> <li>• Interview with and questionnaire for the direct superior of the student concerned at the target organization</li> </ul>
Life of the student in Japan (Monitoring/Evaluation Item B)	Regular checking of the quality of the daily life and academic life of each student in Japan	<ul style="list-style-type: none"> <li>• Interview with and questionnaire for each student</li> <li>• Interview with and questionnaire for the accepting university</li> </ul>
JDS Programme for Ghana in general (Monitoring/Evaluation Item C)	Progress of the JDS Programme and any difficulties encountered	<ul style="list-style-type: none"> <li>• Interview with and questionnaire for each student</li> <li>• Interview with and questionnaire for the accepting university</li> </ul>

Through a series of monitoring and evaluation exercises, it is intended to measure the outcomes of the JDS Programme at different stages so that useful feedback can be made to the JDS Programme in progress and in the future.

At present, three types of monitoring/evaluation methods are planned: (1) monitoring/evaluation through an interview with each student, debriefing meeting and questionnaire, (2) monitoring/evaluation through an interview with and questionnaire for the accepting university and (3) monitoring/evaluation through an interview with and questionnaire for the direct superior of the student concerned at the target organization. It is intended to conduct the questionnaire survey with as many people as possible in order to objectively evaluate the outcomes of the JDS Programme.

(1) Monitoring/Evaluation Through Interview with Each Student, Debriefing Meeting and Questionnaire

1) Interview and Debriefing Meeting

(Monitoring/Evaluation Items A, B and C in Table 3-1)

The Agent will regularly (approximately every three months) interview each student on the matters listed below during the study period in Japan to check the progress of study life in Japan and any requests with a view to ensuring a fruitful stay and study in Japan and providing advice if necessary.

- Academic life: Progress of study; achievement of study goal; compatibility of the study purpose with the curriculum; any difficulties encountered; how to use the study results in the future; state of communication with professors; general achievements of the study in Japan
- Daily life: Quality of study life; physical and mental health; any problems in daily life; degree of satisfaction and any expectations for the future
- JDS Programme in general: Degree of satisfaction with the JDS Programme and any expectations for the future; adequacy of safety arrangements; requests for the Agent in terms of the procedure for the study in Japan and acceptance system

A debriefing meeting will be held twice. The first will be held immediately before the departure of the students from Japan to Ghana and the second will be held soon after their arrival in Ghana. The students will present their achievements at these meetings for evaluation of their study in Japan.

Debriefing Meetings

Timing (twice): Immediately before departure from Japan and after arrival in Ghana

Participants of the pre-departure meeting: Staff members of the accepting universities; representatives of the Agent; students

Participants of the post-arrival meeting: Members of the Operating Committee; superiors of the students at the target organizations; representatives of the Embassy of Japan in Ghana, JICA Ghana Office and JDS Programme Office in Ghana; students

Purpose: To establish the contribution made by the JDS Programme to improvement of the ability of the selected government officials and to further motivate them to utilise the positive outcomes of their study in Japan

Contents

- State of achievement of the purpose of the JDS Programme
- Presentation of the study outcomes and career plan as well as action plan utilising the said outcomes
- Presentation of an action plan designed to benefit the target organization from the outcomes of the study in Japan
- Outcomes of the human networking efforts in Japan

2) Questionnaire (Monitoring/Evaluation Items A, B and C in Table 3-1)

A questionnaire survey will be conducted with the students at various times during their study in Japan to measure the positive effects of their study in Japan. This questionnaire will mostly use multiple choice questions to improve the overall response rate. One idea is to ask the respondents to classify their replies on a scale of one to ten to quantify them. This questionnaire survey will be conducted three times: immediately after arrival in Japan, one year after arrival in Japan, and prior to departure from Japan. In this manner, it is believed possible to measure the qualities required of government officials in terms of technical expertise (professional knowledge and skills to deal with development issues in the student's own field, problem solving ability, logical thinking and judgement) and attitude (discipline, sense of ethics, sense of responsibility and enthusiasm). The questionnaire results will be analysed as part of the monitoring work and their visual presentation using tables and graphs will made them easy to understand. Based on these results, recommendations will be made to the JICA, Operating Committee, target organizations and other stakeholders to improve the future JDS Programme for Ghana.

In addition to the distribution of the questionnaire designed to measure the level of abilities, questions will be asked during a personal interview about the situation of daily life as well as academic life and any requests for the JDS Programme. The results of these questions will be compiled in a report every six months for submission to the JICA and MOFEP for the purpose of further improving the future JDS Programme in general.

Questionnaire Survey (Students)

**Timing:** The questionnaire survey will be conducted three times: immediately after arrival in Japan, one year after arrival in Japan, and at the debrief meeting before departure from Japan.

**Purposes:** To determine any change of personal abilities as a result of the study in Japan; to understand the situation of daily life and academic life of each student

**Contents**

- **Improved abilities of the student:**  
Technical expertise (professional knowledge and skills to deal with development issues in the student's own field, problem solving ability, logical thinking and judgement) and attitude (discipline, sense of ethics, sense of responsibility and enthusiasm)
- **Academic life:**  
State of learning new knowledge to solve development issues, study results, communication with professors, any difficulties during the study and level of support by the accepting university for the student
- **Daily life:**  
Physical and mental health; any worries
- **JDS Programme in general (acceptance process):**  
Smoothness of the acceptance process/procedure, any problems experienced in relation to acceptance and their nature; proposals for the future JDS Programme and safety management in Japan

In addition to the above, it is proposed that the questionnaire survey to be conducted three years after return to Ghana by JICA will include questions which are set from the viewpoint of assessing how much the newly acquired knowledge in Japan has been utilised and how much such knowledge has been spread throughout the target organization.

- How do you use the outcomes of the study in Japan in your work?
- How do you utilise the human network created during your study in Japan?
- Has your study in Japan affected your promotion and salary?
- How has your organization benefited from your newly acquired knowledge?
- Have you been assigned to a position involved in policy planning and institutional development related to the field of your study?
- Has the ability of your organization to plan policies and to develop an institutional framework, etc. been improved by your return? If the answer is yes, how?

(2) Monitoring Through Questionnaire Survey and Interviews with Staff Members of the Accepting Universities (Monitoring/Evaluation Items A, B and C in Table 3-1)

At the time of the quarterly monitoring of the students, university staff members of the student section and professors of the JDS Programme-related courses at the accepting universities will be interviewed. In addition to these regular events, a representative of the Agent will visit the university when a student falls ill, the academic performance of a student is worrying or at any other time when such a visit is required to discuss the matter with the university side to find a viable solution. The tutors and professors will be invited to a debriefing meeting before the return of the students to Ghana and they will be requested to complete a questionnaire regarding the abilities of the students (academic knowledge, attitude and other matters). At the same time, they will be asked if there is anything they would like to request relating to the academic as well as general aspects of the JDS Programme with a view to feeding back their requests and opinions to the JDS Programme in the future.

Questionnaire Survey (University Professors)

Timing: At the time of the debriefing meeting prior to the departure of the students from Japan

Purpose: To monitor (1) any changes of each student's abilities due to the study in Japan and (2) academic life and daily life of each student

Contents

- Improved abilities of the student:  
Technical expertise (professional knowledge and skills to deal with development issues in the student's own field, problem solving ability, logical thinking and judgement) and attitude (discipline, sense of ethics, sense of responsibility and enthusiasm)
- Academic life:  
State of learning new knowledge to solve development issues, study results, communication with professors, any difficulties during the study and level of support by the accepting university for the student
- Daily life:  
Physical and mental health; any worries
- JDS Programme in general (acceptance process):  
Smoothness of the acceptance process/procedure, any problems experienced in relation to acceptance and their nature; proposals for the future JDS Programme and safety management in Japan

(3) Questionnaire Survey and Interview with Direct Superiors of the Selected Government Officials (Students) at the Target Organizations (Monitoring/Evaluation Items A, B and C in Table 3-1)

The direct superiors of the selected government officials for the JDS Programme will be distributed and answer a questionnaire just before departure to Japan. Also it is proposed that JICA will conduct similar questionnaire survey three years after returning to Ghana to determine any changes of the abilities of their subordinates due to their study in Japan and how much the target organizations have benefited from the JDS Programme. In addition to the questionnaire survey, representatives of the Operating Committee and JICA Ghana office are expected to visit the workplaces of the former JDS fellows to conduct interviews with their superiors and colleagues on the performance of the said JDS fellows and the benefits for their workplaces. In regard to the questionnaire survey, the JICA Ghana Office is expected to request that the selected targets of the survey return the questionnaire without fail so that a high response rate can be achieved.

Questionnaire Survey and Interviews with  
the Direct Superiors of the Students at Their Organizations

Timing: Immediately before departure to Japan and three years after return to Ghana (Questionnaire survey three years after return will be conducted by JICA)

Purpose: To determine any changes (improvement) of the students' abilities due to the study in Japan

Contents

- Improved abilities of the student:  
Technical expertise (professional knowledge and skills to deal with development issues in the student's own field, problem solving ability, logical thinking and judgement) and attitude (discipline, sense of ethics, sense of responsibility and enthusiasm)
- Academic life:  
State of learning new knowledge to solve development issues, study results, communication with professors, any difficulties during the study and level of support by the accepting university for the student
- Daily life:  
Physical and mental health; any worries
- JDS Programme in general (acceptance process):  
Smoothness of the acceptance process/procedure, any problems experienced in relation to acceptance and their nature; proposals for the future JDS Programme and safety management in Japan

In addition to the above, it is proposed that the questionnaire survey to be conducted three year after return to Ghana by JICA will include questions which are set from the viewpoint of assessing how much the newly acquired knowledge in Japan has been utilised and how much such knowledge has been spread throughout the target organization.

- How does the JDS fellow use the outcomes of the study in Japan in his/her work?
- How does the JDS fellow utilise the human network created during the study in Japan?
- Has the study in Japan affected the promotion and salary of the JDS fellow?
- How has the organization benefited from the newly acquired knowledge of the JDS fellow?
- Has the JDS fellow been assigned to a position involved in policy planning and institutional development related to the field of his/her study?
- Has the ability of the organization to plan policies and to develop an institutional framework, etc. been improved by the return of the JDS fellow? If the answer is yes, how?

**3.3 Pending Issues and Recommendations**

(1) Recruitment Activities

1) Number of Copies of Publicity Materials

In the present year, the 100 copies of the publicity leaflet which was prepared as part of the recruitment activities were soon exhausted, forcing two additional printing runs. The final number was 250 copies, i.e. 2.5 times the originally planned number.

The interviews with the applicants for this year’s JDS Programme found that all of them initially became aware of the opportunity through a poster or leaflet on the notice board of their offices and then check further details on the Home Page of the JDS Programme. This finding suggests that it is preferable to increase the number of copies of the leaflets for distribution which is believed to be the best publicity medium. To be more precise, 300 copies is likely to be a reasonable figure. In the case of posters and guidelines, the number for this year appears to be appropriate.

Table 3-2 Actual Number of Copies of Each Publicity Material and Estimated Number of Copies for Forthcoming Year

	Actual for FY 2011	Estimate for FY 2012
Posters	50	50
Leaflets	250	300
Guidelines	150	150

2) English Competency Test

This year, one of the two accepting universities originally demanded that the applicants pass an English competency test as an essential condition. The consultants explained to this university that English is the official language in Ghana, that US and UK academic institutions waive an English competency test, such as TOEFL, for potential students from Ghana in most cases and that another accepting university is prepared to waive an English competency test if the target organizations of the JDS Programme issue a document certifying the English competency of individual applicants. As a result, it was agreed that this university will not require the applicants for admission in FY 2012 to pass an English competency test if they can submit a document certifying their capability to pursue their study in English. However, this university is still considering whether or not to impose an English competency test for applicants who obtained their degree at a university in a non-English speaking country. Moreover, the university has mentioned the possibility of imposing an English competency test for all applicants in FY 2013 onwards depending on the actual level of English competency of the admitted students in FY 2012. It is, therefore, desirable to gather the latest information on the types of English competency tests, their



venues, fees, application methods and timing in Ghana.

3) Commencement Time for Recruitment

In the present year, as the framework for the JDS Programme for Ghana was agreed on 7<sup>th</sup> September, 2011 at the First Meeting of the Operating Committee, the explanatory meetings on recruitment (application) was only held in the last week of September and first week in October after the arrangement of the schedule and printing of the publicity materials. Because of the need for the test on mathematical knowledge, initial interview and general interview as part of the selection procedure, the closing date for applications had to be in early November. As a result, the actual application acceptance period was only about one month which was rather short. As no preparatory survey will be conducted from next year onwards, it is desirable to examine the possibility of accepting applications at least two weeks earlier than the JDS Programme for Ghana for FY 2012 and other arrangements in order to provide sufficient time for potential applicants to prepare their documents, etc.

4) Activities to Encourage Applications During the Recruitment Period

The exchanges of opinions with the target organizations which took place during the recruitment period after the explanatory meeting of the JDS Programme revealed that the MOD had already selected only one possible candidate prior to the submission of application documents to the MOFEP. Although it is not a bad idea to prioritise the candidates, it is unnecessary for any target organization to finalise their candidates. When the number of candidates is small, there is a chance that the successful applicants will be dominated by other organizations. Following this advice by the consultants, the MOH finally recommended two candidates. In the coming years, it will be desirable to establish the state of applications through meetings with the target organizations so that motivated persons can be encouraged to submit their application.

(2) Mathematical Knowledge of the Applicants

1) Test on Mathematical Knowledge

This test was designed to check the mathematical knowledge of the applicant, ranging from elementary knowledge of four basic calculations, square root, linear and quadratic equations and others which are taught at secondary school to differential, ultimate value, logarithm, matrix and others which are taught at high school. The test results compiled by the JDS Project Office in Ghana are shown in Table 3-3.

Table 3-3 Results of Test on Mathematical Knowledge by Applicants by Subject Field

	Total Number of Applicants	Number of Applicants in Economic Field	Number of Applicants in Health Field
Number of Applicants	22	15	7
Highest Points Scored	22	22	12
Lowest Points Scored	0	0	3
Average Points Scored	7.4	9	5.8

Note: The maximum number of possible points is 25.

The fact that the average number of points scored is 7.4, which is less than 30% of the maximum possible number of points, suggests that the mathematical knowledge of many applicants is insufficient in general, particularly among applicants in the health field.

## 2) Development of Essential Mathematical Knowledge

Economics is a key subject for students in both the economic and health fields hoping to acquire a master's degree in economics (international studies or international relations). Mathematical knowledge is essential when studying economics in which various economic phenomena are systematically analysed using mathematical theories. It is highly desirable for the selected students to develop the minimum required mathematical knowledge to allow them to follow the lessons using the two periods of orientation before and after departure from Ghana and other times.

## (3) Support by the Agent for Study Life

From the onset of the JDS Programme, the agency work has been conducted by a different organization from the present consultancy firm selected for the JDS Programme for Ghana. Because of the possible entry of a new consultancy firm to handle the agency work, the accepting universities initially expressed a preference not to see any deterioration of the student care by the new agent. To reassure the accepting universities that they did not need to worry, it is planned that the Agent will provide the extra support listed below for the students after their arrival in Japan to meet their needs in a timely manner in addition to the standard support provided by the training supervisors in terms of finding private lodgings and monitoring.

- An employee(s) of the Agent who lives nearby the private lodgings or university hostel will be introduced to the students and universities so that he/she/they can provide useful advice relating to life in Japan while acting as a point for contact. These employees will help those students who fall ill or who are involved in an accident, etc.
- In the case that they are not immediately available, other people living nearby the accepting universities will be appointed as emergency personnel so that any student can immediately contact someone with a link to the Agent in the case of an emergency.
- The Agent will seek to establish a collaborative system with the foreign student section of each

accepting university and local NPOs support foreign students. The existence of many such NPOs in the areas of the accepting universities has already been confirmed. The consultants visited these NPOs and found that their activities include (1) short as well as long-term Japanese language courses, (2) arrangement of lodgings exclusively accommodating foreign students, (3) distribution of pamphlets explaining common rules of daily life in Japan in English and other languages and (4) accompanying foreign students to hospital, government offices and other places and acting as an interpreter if required. All of these activities are conducted by volunteers and are free of charge. The Agent will continually gather relevant information from the foreign student section of each accepting university and local NPOs supporting foreign students and will establish a useful link with them.

### **3.4 Relevance of the JDS Programme**

#### **(1) Status of the Target Fields of the JDS Programme and Development Themes in Relation to the Development Strategy of Ghana and Japan's Aid Policies for Ghana**

The JDS Programme for Ghana has identified two target fields (sub-programmes) and associated development themes (components) for the purpose of improving the administrative capacity of government officials and their organizations. The identified target fields and development themes are (1) enhancement of governance and financial administration with the development theme of developing governance and financial capacity and (2) improvement of basic social services with the development theme of improving basic social services (support for the health policy).

When planning such national development plans as the GPRS and GSGDA, the Government of Ghana has identified economic growth as the primary goal and listed improved governance as one of the core policies to achieve economic growth. Strong emphasis is placed on the improvement of administrative services, necessitating enhancement of the administrative capacity of government officials.

As already mentioned in 1.3, when revising the Country Assistance Plan for Ghana in 2006, the Government of Japan adopted a stance of assisting the medium-term development of Ghana with the selection of such priority development themes as "acceleration of rural development", "promotion of industrial development" and "strengthening of the capacity of public administration and institutional development to achieve the overall development goal of "economic growth accompanied by poverty reduction". The third theme involves improvement of the administrative capacity of local and central government organizations, creation of a system to formulate appropriate policies and strengthening of the policy implementation capacity in relation to budget management and development plans. As the JDS Programme aims at enhancing the administrative capacity of government officials and their organizations, it conforms to Japan's aid policies for Ghana.

## (2) Relevance of the Selected Fields

### 1) Support for the Fostering of Economic Officials

Through such development plans as the GPRS and GSGDA, the Government of Ghana has identified the “stabilisation of the macro economy” as one of its highest priorities. Meanwhile, several challenges which the Government of Ghana must deal with have been pointed out, including the vulnerability of public expenditure control and the need to balance the current budget. The reality is that it is difficult to effectively deal with these challenges, partly because of the limited human resources capable of planning and implementing policies designed to establish the financial health of the government. Assistance for enhancement of the capacity of economic officials and their organizations through the JDS Programme is judged to positively contribute to the adequate management of the macro economy by the Government of Ghana.

### 2) Support for Health Policy

Although Ghana is expected to achieve the MDGs in general, the achievement of Goal 4 (reduction of the child mortality rates) and Goal 5 (improvement of maternal health) is considered difficult, making it necessary for the Government of Ghana to urgently introduce measures focused on these issues. These measures should focus on the capacity development of government officials for personnel management, logistics management (involving equipment and drugs), facility/equipment management, financial management (fund management to ensure the proper delivery of the available funds) and plan evaluation/monitoring. At present, the gathering of data and its analysis mostly rely on external consultants, making it essential to improve the monitoring and evaluation capacity of government officials.

The Health Sector Programme of Work, 2007 – 2011 calls for a healthy lifestyle and healthy environment, expansion of high quality health, reproductive health and nutrition services, general health systems development, good governance and sustainable financing as priorities.<sup>6</sup>

Support for the development of the policy planning and evaluation capacity by means of training young health officials under the JDS Programme for Ghana is believed to be highly significant as it not only contributes to the achievement of MDG4 and MDG 5 but also conforms to the development plan for the health sector.

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6 Ministry of Health, Health Sector Programme of Work: 2007 – 2011, 2007

### (3) Relevance in View of the Human Resources Development Needs of the Target Organizations

The findings of the supplementary survey on the human resources development needs faced by the target organizations are already discussed in 2.1. Every target organization points out a shortage of human resources and the insufficient capacity of those involved in policy planning and the monitoring of policy implementation. The JDS Programme for Ghana responds to these needs as it aims at developing the administrative capacity of government officials.

### (4) Conclusion on Relevance

Based on the examination of the present situation of Ghana explained above, the implementation of the JDS Programme in Ghana is judged to be highly appropriate. The intended capacity development of individual government officials involved in policy planning and implementation and of their organizations conforms to the objectives of higher plans in Ghana as well as Japan's priority aid fields for Ghana, further illustrating the appropriateness of the JDS Programme for Ghana. The selection of the economic fields means that the JDS Programme for Ghana will contribute to the adequate management of the macro economy in Ghana by means of developing the capacity of economic officials and their organizations. The selection of the health sector is also appropriate as the JDS Programme is compatible with the sector development plan in Ghana to meet the urgent challenge of achieving MDG 4 and MDG 5. In short, the findings of the supplementary survey on the human resources development needs of the target organizations confirm that the principal purpose of the JDS Programme, i.e. enhancement of the administrative capacity of government officials, matches the acute necessities on the Ghanaian side.

## **3.5 Conclusions**

As mentioned earlier, the JDS Programme for Ghana is expected to (1) positively contribute to the solving Ghana's development issues by means of improving the policy planning and project management abilities of not only the selected government officials but also their organizations and (2) strengthen the partnership between Ghana and Japan in the coming years through the human network newly developed during the study of the selected students in Japan. The facts that the JDS Programme for Ghana conforms to the national development policies of Ghana and Japan's aid policies for Ghana and that the selected fields are appropriate to meet the human resources development needs of Ghana in general and the target organizations in particular support the strong relevance of the Programme. The Government of Ghana fully understands its physical and financial obligations relating to the JDS Programme and its expected roles under the JDS Programme. No problems are anticipated in regard to the implementation of the JDS Programme for Ghana in terms of the implementation system on the Ghanaian side. However, it is believed that the further improvement or fulfilment of the following points will make the implementation of the JDS Programme for Ghana smoother and more effective as mentioned in 3.3.

- Recruitment

- Printing of a suitable number of copies of publicity materials
- Gathering of the latest information on English competency tests in Ghana
- Early commencement of recruitment
- Promotion of activities to facilitate the active commitment of the target organizations throughout the recruitment period

- Mathematical Knowledge

Development of essential mathematical knowledge to study economics on the part of the selected government officials, i.e. students

- Agent support for the study in Japan

Timely provision of support by the Agent to meet the needs of the students after their arrival in Japan.

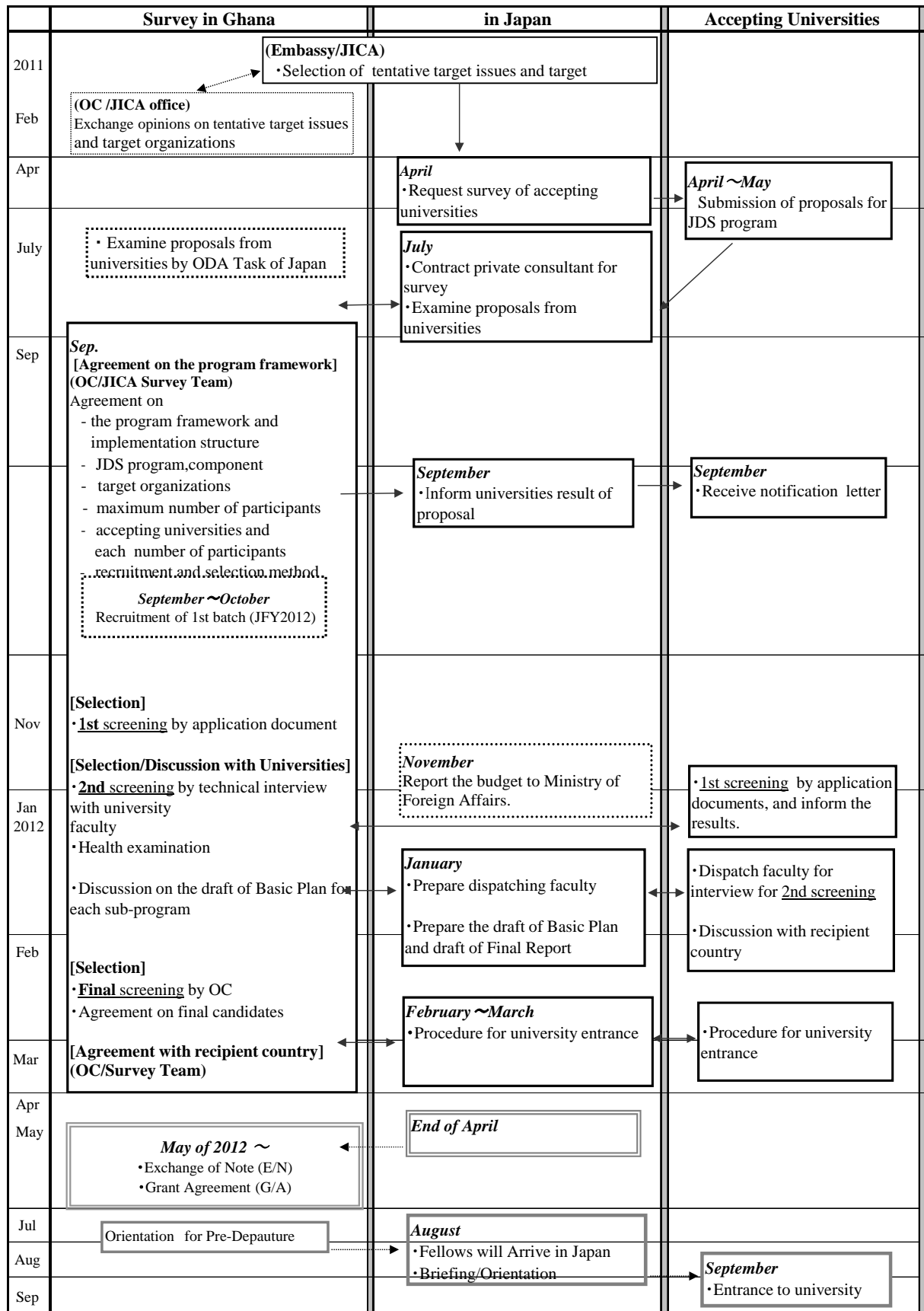
## **APPENDICES**

## Appendix 1 List of the Preparatory Survey Team Members

Name	Organization and Position	Assigned Work
Government Members		
Kenzo Iwakami	Deputy Director General for Training Affairs, Training Affairs and Citizen Participation Department, JICA	Team Leader
Masakazu Hisaeda	Officer, Development Assistance Policy Coordination Division, International Cooperation Bureau, Ministry of Foreign Affairs	Grant Aid Policy
Yuki Kato	Assistant Director, Training Programme Coordination Division, Training Affairs and Citizen Participation Department, JICA	Cooperation Planning
Consultant Members		
Yoko Iizuka	Senior Consultant, Consulting Division, Japan Development Service, Co. Ltd.	Acceptance Planning
Yoko Ichikawa	Consultant, Consulting Division, Japan Development Service, Co. Ltd.	Recruitment and Selection



## Appendix 2 Flowchart of the JDS Preparatory Survey for Ghana



### Appendix 3 List of People Interviewed by the Preparatory Survey Team

Date	Interviewee
September 5 (Monday) 15:30-16:30  17:00-18:00	JICA Ghana Office Mr. Jiro Inamura (Chief Representative) Mr. Koichi Kito (Senior Representative) Mr. Hajime Usukura (Representative)  Embassy of Japan Mr. Shin-ichi Honda (First Secretary) Mr. Haruyuki Irie (Researcher/Adviser)
September 6 (Tuesday) 8:30-10:00  15:10-16:10	MOFEP Mr. Samuel Abu Bonsrah, Chief Economist Mr. Fusein Gariba, National Service Division Mr. Desmard Aremegel, Assistant Economic Planning Officer  JICA Ghana Office Mr. Usukura Hajime (Staff Member)  MOH: Dr. Afisah Jakariah, Head, Monitoring and Evaluation Unit  GHS Dr. McDamien Dedzo, Director, Human Resources Development Division Dr. Said Al-Hussein, Deputy Director, Training and Capacity Development Head Office
September 7 (Wednesday) 10:00-11:15	MOFEP Mr. Samuel Abu Bonsrah, Chief Economist Mr. Fusein Gariba, National Service Division Mr. Desmard Aremegel, Assistant Economic Planning Officer Ms. Adowoa Anoh, Assistant Economic Officer Ms. Catherine Quaynor, Assistant Economic Officer  MOH Dr. Afisah Jakariah, Head, Monitoring and Evaluation Unit  GHS Dr. McDamien Dedzo, Director, Human Resources Development Division  Embassy of Japan in Ghana Mr. Shin-ichi Honda (First Secretary)  JICA Ghana Office Mr. Koichi Kito (Senior Representative) Mr. Hajime Usukura (Representative)
September 8 (Thursday) 10:00-11:30	MOFEP Mr. Samuel Abu Bonsrah, Chief Economist Mr. Desmard Aremegel, Assistant Economic Planning Officer Mr. Frank Mensah Ms. Adowoa Anoh, Assistant Economic Officer Ms. Catherine Quaynor, Assistant Economic Officer Ms. Nana Afua Somuah-Tutue, Assistant Economic Officer  GSS Mr. Opuku Manu-Asare, Deputy Government Statistician – Technical Support Mr. Emmanuel A. Cobbinal, Head, Procurement Ms. Rew Brenda Osei – Kozi, Acting Director, Administration / Human Resources Mr. Sylvester Cyamfi, PDMG Mr. Sfwe Amoale, PDMG Ms. Comfort Ashfey, Assistant Administration Officer
15:00-16:00	NDPC: Mr. Kenneth Owusu, Technical Advisor to Director-General Capt. Patrick Donkue Mr. Acq Uaig, Senior Administrative Officer Mr. Christopher Conduah, Government Assistant  Bank of Ghana: Ms. Josephine Ami-Narh, Head of Strategic Planning and Development  MOFEP (Former long term trainees to Japan): Dr. Iddrisu Alhassan, Director, Real Sector Division (currently Ph.D student at National Graduate Institute for Policy Studies , Japan) Dr. Joseph Kwadwo Asenso, Economist-Real Sector Division (currently Ph.D. student at Oita University, Japan) Mr. Louis Amo, Principal Economic Officer, External Resource Mobilization, Bilateral Division (currently Master’s Degree student at the International University of Japan)

## Appendix 4 Minutes of Discussions

### MINUTES OF DISCUSSIONS

#### ON THE PREPARATORY SURVEY OF THE JAPANESE GRANT AID FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP TO REPUBLIC OF GHANA

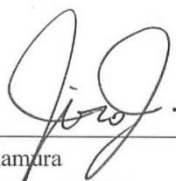
In response to a request from the Government of Republic of Ghana, the Government of Japan (hereinafter referred to as "GOJ") decided to conduct a Preparatory Survey in respect of the 'Japanese Grant Aid for Human Resource Development Scholarship Programme' (hereinafter referred to as "the JDS Programme") to be implemented in the Republic of Ghana. The survey was entrusted to the Japan Development Service Co., Ltd. (hereinafter referred to as "JDS Co.").

In view of the above, Japan International Co-operation Agency(JICA) dispatched a Preparatory Survey Team (hereinafter referred to as "the Team") headed by Mr. Kenzo Iwakami, Deputy Director-General of the Training Affairs and Citizen Participation Department of JICA, to Accra from 5<sup>th</sup> to 9<sup>th</sup> September, 2011.

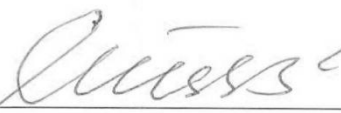
The Team held a series of discussions with the relevant officials of the Government of Republic of Ghana (hereinafter referred to as "the Ghana party"). The two parties confirmed the framework of the JDS Programme and the related items attached hereto.

The Team is to report the result of the discussions to GOJ for further preparation to implement the JDS Programme in the Republic of Ghana.

Accra, September 13, 2011



Jiro Inamura  
Chief Representative  
JICA Ghana Office



Enoch Hemans Cobbinah  
Chief Director  
Ministry of Finance and Economic Planning

**I. Framework of the JDS Programme**

The framework of the JDS Programme which is to be implemented in Ghana in the 2012 Japanese fiscal year was explained by the Team. The following items were confirmed by the Ghana party:

**1. Japan's Grant Aid in General**

The Ghana party understood the scheme of Japan's grant aid.

**2. Objective of the JDS Programme**

The objective of the JDS Programme is to support human resources development of GOJ's grant aid recipient countries targeting promising and young government officials. These officials are expected to be future leaders of the recipient countries to be engaged in the formulation and implementation of social and economic development policies.

Participants of the JDS Programme are expected to acquire expert knowledge in various academic and professional disciplines; conduct research; and build human networks at Japanese universities, while on the programme. They are also expected to use the knowledge to be acquired to play active roles in solving practical socio-economic development problems of their countries.

Furthermore, having well-rounded knowledge of Japan after their training, participants of the JDS Programme would be expected to contribute to the expansion and enhancement of the foundations for bilateral relations between Japan and the recipient countries.

**3. Operating Guideline**

"The Operating Guideline of the Japanese Grant Aid for Human Resource Development Scholarship" (ANNEX-1) was agreed as a principal framework for the JDS Programme.

**4. Establishment of Operating Committee**

- (1) To ensure smooth and effective implementation of the JDS Programme, an Operating Committee (hereinafter referred to as "the O/C") shall be established. The role of the O/C is described in ANNEX-2. Membership of the O/C shall consist of the relevant organizations of both Ghana and Japan. The Government of Republic of Ghana shall select a chairperson for the O/C from its representative organizations.
- (2) A Secretariat shall be established to assist the O/C in carrying out its activities. A representative of JICA Ghana Office shall be the administrator of the Secretariat.
- (3) Specifically, the O/C shall be composed of the representatives of the following organizations:

Republic of Ghana:

- Ministry of Finance and Economic Planning (MOFEP)
- Ministry of Health (MOH)
- Ghana Health Service (GHS)



Japan:

Embassy of Japan  
JICA Ghana Office

- (4) The Agent of the JDS Programme shall participate in the O/C meetings to record proceedings.

#### **5. Implementation of Preparatory Survey of the JDS Programme**

The Team explained that JICA shall conduct a Preparatory Survey of the JDS Programme (hereinafter referred to as “the Survey”) in accordance with the “Flowchart of Preparatory Survey of the JDS” (ANNEX-3). The Ghana party agreed to the procedure of the survey.

The objectives of the Survey are:

- (1) to identify the target priority areas and the development issues to inform the development of the JDS Programme;
- (2) to identify the target organizations from which JDS candidates shall be nominated;
- (3) to identify Japanese universities which can provide educational programmes related to human resource development to solve the development issues in the target priority areas;
- (4) to identify the total number of JDS participants for the whole period of the programme;
- (5) to come out with a basic plan for each selected target priority area as a programme with development issues as components; and
- (6) to select the JDS participants for the first batch of training under the Programme.

#### **6. Composition of the JDS Programme**

The Ghana party understood the composition of the JDS Programme as follows:

- (1) The JDS Programme will consist of sub-programmes which correspond to the requirements of the selected target priority areas.
- (2) The sub-programme will consist of components which are in line with the development needs under the target priority area.

#### **7. Managing Organization**

The Ghana party understood that the role of the Managing Organization is to plan, implement, manage and monitor the JDS Programme for each development issue. The Ministry of Finance and Economic Planning is regarded as the Managing Organization for two development issues.

For survey of each development issue, Ministry of Finance and Economic Planning shall invite the ministries concerned with each development issue for discussions with the faculties of the accepting Japanese universities during academic interviews of potential participants with university faculties.

#### **8. Target Organizations**

The Ghana party understood that the candidates of the JDS Programme shall be selected from the target organizations related to the target priority area and development issue to be developed.

#### **9. Selection of the Participants**

The Ghana party understood that the participants shall be selected in accordance with the



“Selection Flowchart of the JDS (ANNEX-4)”.

## II . Implementation of the JDS Programme

### 1. Maximum Number of JDS Participants

The total number of JDS participants for the first batch of training under the Programme in the 2012 Japanese fiscal year is five (5) and this number represents the maximum number per batch for four (4) batches.

### 2. Target Priority Area and Development Issue

Based on the discussions held between both parties, the target priority areas and development issues below were identified as the focal areas of training:

#### (1) Priority Area as Sub-Programme 1 :

Enhancement of Governance and Financial Administration

Development Issue as Component :

Development of Governance and Financial Capacity

#### (2) Priority Area as Sub-Programme 2 :

Improvement of Basic Social Services

Development Issue as Component :

Improvement of Basic Social Services (Support for Health Policy)

### 3. The Target Organization

Based on the discussions held between the both parties, the target organizations were identified as follows;

#### (1) Development Issue as Component:

Development of Governance and Financial Capacity

Target Organization: - Ministry of Finance and Economic Planning (MOFEP)

- National Development Planning Commission (NDPC)

- Ghana Statistical Service (GSS)

- Bank of Ghana

#### (2) Development Issue as Component:

Improvement of Basic Social Services (Support for Health Policy)

Target Organization: - Ministry of Health (MOH)

- Ghana Health Service (GHS)

### 4. Qualifications of Applicants

(1) Applicants shall be less than 40 years old (i.e. between 22 and 39 years of age) as of 1<sup>st</sup> April of the fiscal year of their arrival in Japan.

(2) Should have at least 3 years of working experience in the relevant field.



(3) Persons who have already acquired or plan to acquire a master's degree abroad on a scholarship already awarded by other development partner or foreign agency are ineligible.

**5. Accepting Universities and Proposed Numbers of JDS Participants per University**

Based on the discussion held between both parties, it was agreed that the educational programmes of the following universities are relevant to the development needs of the Republic of Ghana.

(1) Development Issue as Component :

Development of Governance and Financial Capacity

University: Graduate School of International of Co-operation Studies, Kobe University

(3 slots)

(2) Development Issue as Component :

Improvement of Basic Social Services (Support for Health Policy)

University: Graduate School of International Relations, International University of Japan

(IUJ) (2 slots)

**6. Research Area of JDS Participants**

The development needs identified and stipulated above shall be selected as "research area" by JDS applicants to indicate the direction of study/ research of each JDS participants when applying to the designated universities.

**7. Basic Plan for Each Component**

The Team explained that a Basic Plan for each component, which encompasses the background, project objectives and summary of activities of the project, will be prepared for mutual understanding of and acceptance by both parties during the Preparatory Survey.

The O/C confirmed that all the necessary meeting arrangements would be made for the preparation of the Basic Plan. The outline of the Basic Plan is attached in ANNEX -5.

**8. Monitoring and Evaluation**

It was agreed that monitoring and evaluation of JDS graduates should be actively conducted by the Government of the Republic of Ghana.

**III. Other Matters Discussed**

1. The Ghana party understood that it should provide working space for a consultant during the survey and for an agent during the period of implementation of the JDS Programme.

2. The Ghana party requested the Japanese side to increase the number of JDS participants.

## 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 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 polices**

- ①The eligible organizations including the Managing Organization of each



5



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.

②The 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.

③The 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**

①The Committee shall administer all parts of the selection process, from the system for selection to determination of participants.

②The 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

③After the accepting universities' admission approval for the candidates, the Committee shall determine JDS participants.

**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's 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

