

shall be made in duplicate and be submitted to JICA for its verification by the government of the recipient country through the Agent.

3. References for the G/A

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

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

4. References to the number of JDS participants

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

5. Scope of Work

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

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

6. Period of Execution

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

7. Contract Price

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

8. Verification of Contracts

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

9. Payment Procedure

In accordance with the E/N and the G/A, the contract shall have a clause stating that



"payment shall be made in Japanese yen through a Japanese bank under an Authorization to Pay (A/P) issued by the Recipient or its designated authority." Payment shall be made in accordance with the procedures of JICA.

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

10. Responsibilities and Obligations of the Recipient Country

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

11. Amendments

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

The Amendment to the Contract shall clearly state that:

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

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

END



10



**Major Roles of the Operating Committee (O/C) in
Japanese Grant Aid for Human Resource Development Scholarship (JDS)
(Overview)**

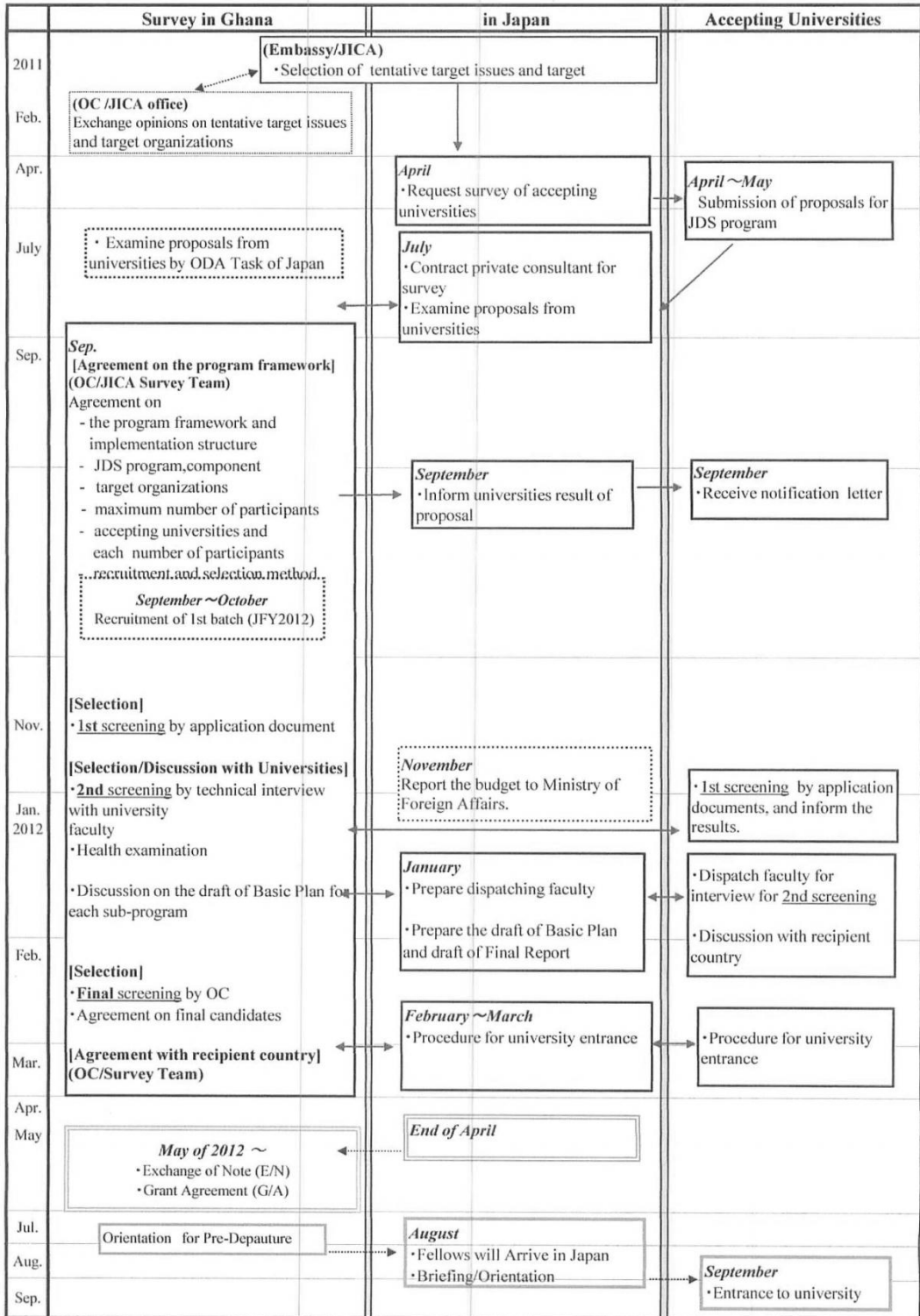
Stage	Roles of the Operating Committee	Notes
Preparatory Survey	1. Examining and agreeing upon the program contents together with the survey mission a. Target area/sector, target organizations b. Maximum number of candidates per year c. Implementation structure d. Accepting universities e. Managing organizations f. Basic plan of each target sector g. Explanation to and notification of the target organization	The O/C confirms the contents of the survey report prepared by the survey mission.
	2. Recruitment and selection of candidates a. Agreement upon the qualification requirements for recruitment and the selection criteria (same procedures to be followed every year) b. Agreement upon the schedule of recruitment and selection c. Agreement upon the application documents d. Notification of the target organizations and sending application documents e. Providing support, advice, monitoring, and others for recruitment activities by target organizations f. Exchanging opinions with accepting universities g. Conducting the final selection h. Determining the final candidates	1) The O/C supports and monitors the recruitment activities of the target organization in order to ensure qualified candidates. 2) The survey mission and agent (from the 2 nd batch onward) support holding of the Operating Committee.
Implementation	1. Grant agreement(G/A) (Client-JICA) 2. Contract with Japanese Agent (client-Japanese firm) 3. Recruitment and selection of candidates 4. Hold orientation prior to the dispatch of fellows 5. Confirm the progress of the program 6. Examine countermeasures when problems arise 7. Support for fellows through the embassy of the partner country in Tokyo 8. Attendance at debriefing for returning home and confirmation of the results of studying abroad	The O/C confirms the contents of the progress reports submitted by the Agent.
After Implementation	1. Ensuring the employment of JDS returned fellows 3. Grasping trends related to and following up on JDS returned fellows	

[Constituent Members, etc.]

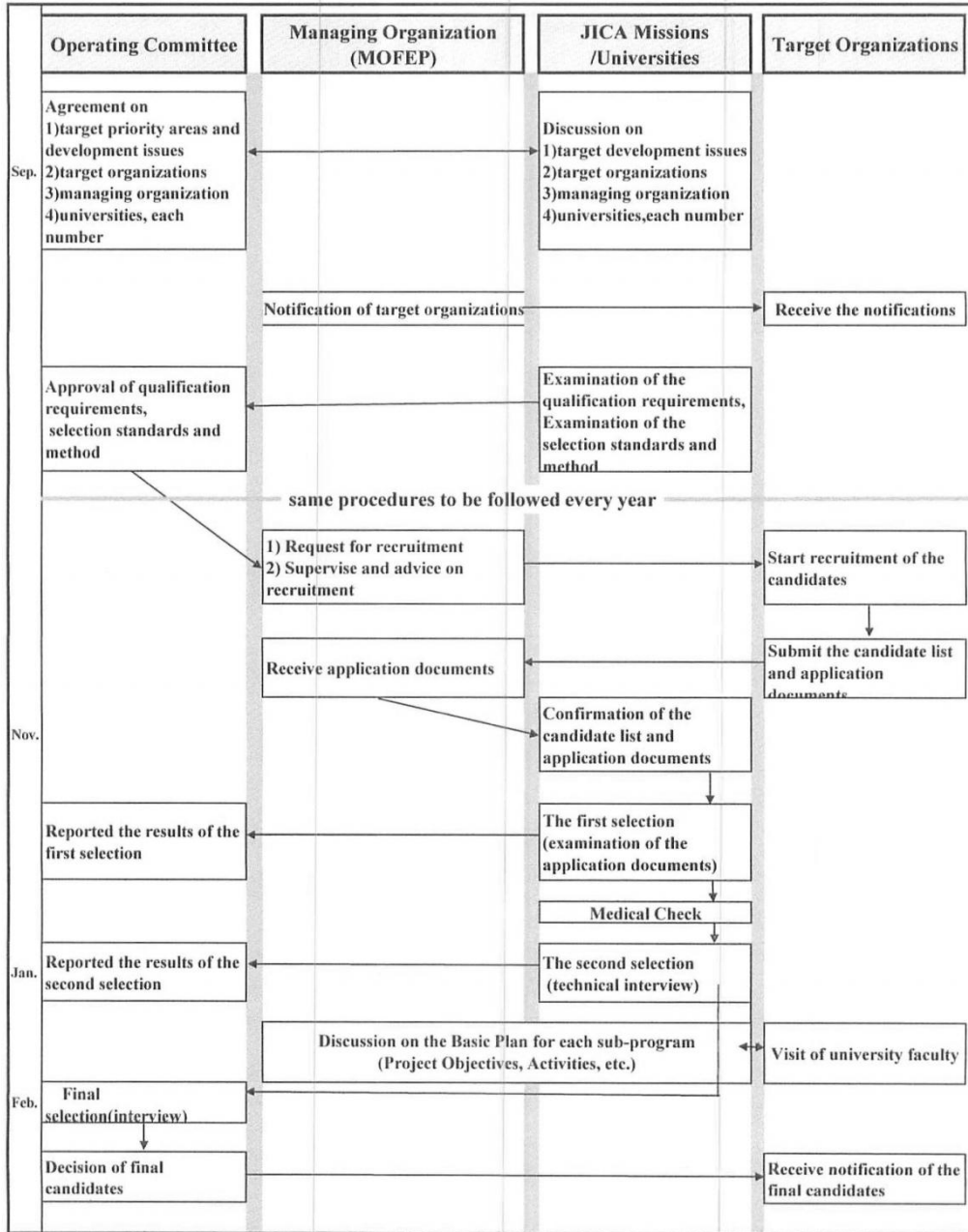
- The Operating Committee consists of officials concerned of the government of the partner country (ministries and agencies concerned with foreign affairs, economic cooperation, education, etc.) and of the Japanese side (Japanese embassy, JICA Office).
- As a general rule, a representative of the government of the partner country serves as its chair person and that of the Japanese government serves as vice-chair person (it is also possible for both representatives to serve as co-chair person).
- The chair person presides over the Operating Committee and arranges the proceedings.
- As the head of the secretariat, a representative of the JICA Office collaborates with the agent while also governing the business of the Operating Committee as a whole, including convening its members and preparing a record of the proceedings.

Flowchart of JDS Preparatory Survey for Ghana

Sep, 2011. JICA



Selection Flowchart of JDS



**Japanese Grant Aid for Human Resource Development Scholarship (JDS)
Basic Plan for the Target Priority Area (Format)**

Basic Information of Target Priority Area (Sub - Program)

- | |
|---|
| 1. Country : Ghana
2. Target Priority (Sub-Program) Area :
3. Operating Committee: Ministry of Finance and Economic Planning (MOFEP), Ministry of Health (MOH), Ghana Health Service (GHS), Embassy of Japan, and JICA Ghana Office |
|---|

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

- | |
|---|
| 1. Target Priority (Sub-Program) Area :
2. Component:
3. Managing Organization : Ministry of Finance and Economic Planning (MOFEP)
4. Target Organization: |
|---|

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

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

2. Cooperation Framework

(1) Project Objective

(2) Project Design

- | |
|---|
| 1) Overall Goal
2) Project Purpose : |
|---|

(3) Verifiable Indicators

- | |
|--|
| 1) Ratio of JDS participants who obtain Master's degree
2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return. |
|--|

(4) Number of JDS Participants and Accepting University

Graduate School of X X	X participants / year	total X participants / 4 years
------------------------	-----------------------	--------------------------------

(5) Activity (Example)

Graduate School of XXXXX

Target	Contents/ Programs to achieve target
1) Before arrival to Japan	
Pre-departure preparation in Ghana in order for the smooth study/ research in Japan	

2) During study in Japan		
3) After return		
Utilization of outcome of research		

(6) - 1 Inputs from the Japanese Side

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

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

1 batch	X participants × 4 years = X participants
From the year 2012 (Until 2014)	: X participants
From the year 2013 (Until 2015)	: X participants
From the year 2014 (Until 2016)	: X participants
From the year 2015 (Until 2017)	: X participants

(7) Inputs from the Ghanaian Side

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

(8) Qualifications (Tentative)

- 1) Occupation:
 - Currently employed as full-time staff in the target organization of JDS Program, whose duty involves institutional development / management, and formulating socio-economic development policies, and who has more than 2 years of work experience in said areas
- 2) Others
 - Nationality: Must be citizens of the Ghana
 - Age: Between 22 and 34 years old (inclusive) as of April 1, in the year of dispatch
 - Must not be serving in the military
 - Applicants must have well understanding for the objective of JDS Program and after their return, should have a strong willingness to work for the development of Ghana.
 - Persons who are; currently receiving, planning, or who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible.
 - Applicants must be in good health, both mentally and physically.
 - Persons must have proficiency in English, sufficiently fluent for studying in Japan.

Appendix 5 Number of Students per Batch by Subject Field/Development Theme

Sub-Programme (Priority Field of the JDS Programme)		Enhancement of Governance and Financial Administration	Improvement of Basic Social Services
Component (Development Theme of the JDS Programme)		Development of Governance and Financial Capacity	Improvement of Basic Social Services (Support for Health Policy)
Competent Ministry		Ministry of Finance, Economy and Planning (MOFEP)	
Target Organizations		Ministry of Finance and Economic Planning (MOFEP), National Development Planning Commission (NDPC), Ghana Statistical Service (GSS) and Bank of Ghana	Ministry of Health (MOH) and Ghana Health Service (GHS)
Accepting Universities		Graduate School of International Cooperation Studies, Kobe University	Graduate School of International Relations, International University of Japan
Planned Number of Students per Batch	1 st	3	2
	2 nd	3	2
	3 rd	3	2
	4 th	3	2
	Sub-Total	12	8
	Total	20	

Appendix 6 Basic Plan for the Target Priority Fields

Japanese Grant Aid for Human Resource Development Scholarship (JDS)

Basic Plan for the Sub-Programme

Basic Information on Sub-Programme

1. Country: Ghana
2. Sub-Programme : Enhancement of Governance and Financial Administration
3. Operating Committee: Ministry of Finance and Economic Planning (MOFEP), Ministry of Health (MOH), Ghana Health Service (GHS), Embassy of Japan in Ghana, and JICA Ghana Office

Itemized Table 1

1. Outline of Sub-Programme / Component

(1) Basic Information

1. Sub-Programme: Enhancement of Governance and Financial Administration
2. Component: Development of Governance and Financial Capacity
3. Managing Organization : Ministry of Finance and Economic Planning (MOFEP)
4. Target Organization: MOFEP, National Development Planning Commission (NDPC), Ghana Statistical Service (GSS), and the Bank of Ghana

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

It is expected that stable economic growth will continue over the short term in Ghana 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 year 2010. On the other hand, the Ghanaian Government is still facing serious financial challenges, including a deficit in government expenditure due to arrears by the former government and an over spent in current expenditure. In 2010, the calculation method for GDP per capita was adjusted and Ghana is now stated as being a middle-income country, however, there are serious problems involving a widening income gap within the country. Stabilizing the macro economy is acknowledged as one of the most important priorities in the 'Ghana Shared Growth and Development Agenda I (GSGDA I)' announced in 2010, and to this end, it will be necessary to restore fiscal soundness urgently. However, many staff lack sufficient experience in the relevant organizations, such as the Ministry of Finance and Economic Planning. The IMF has pointed out that public spending management has not been strong in Ghana, and Japan has begun to assist 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, it would be desirable to assist human resource development for financial reform, over the mid and long terms, within the Ministry of Finance and Economic Planning, as this will benefit the Government of Ghana as a whole. The relevance of the assistance is high, because improvement of debt sustainability for the Ghanaian Government will influence the direction of Japan's mid and long term assistance, when Japan considers introducing the Yen Loan scheme in the near future.

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

* As of December, 2011, the Country Assistance Programme for Ghana is being revised.

Japan's Country Assistance Programme for Ghana has identified two priority development themes, i.e. "Accelerating Rural Development" and "Promoting Industrial Development", as well as "Strengthening the capacity of public administration and institutional development" as cross-cutting issues to underpin the progress of the priority themes. The Programme calls for examination of the feasibility of financial support while aiming at the capacity building of government officials and strengthening of the public finance management system. The assistance of the JICA in these fields so far includes the dispatch of advisors on economic policies (a long-term expert from FY 2006 to FY 2007 and a short-term expert in FY 2009), the Project to Assist the Enhancement of the Monitoring and Evaluation Capabilities of the Ministry of Finance and Economic Planning (FY 2010 – FY 2011) and the Project for Institutional Capacity Development of the Civil Service Training Centre (FY 2010 – FY 2013).

2. Cooperation Framework

(1) Project Objective

The project objective is to strengthen the Ghanaian government's administrative capacity through providing opportunities to the young capable government employees who are expected to play leadership roles and who will contribute to the socio-economic development of the country, to obtain Master's degree. It also aims to create a human network, which will eventually strengthen the bilateral relationship/ partnership between Japan and Ghana.

(2) Project Design

- 1) Overall Goal
Enhancement of institutional capability of target organizations involved in formulation of economic policy, financial policy, and fiscal management through the inputs of returned JDS participants.
- 2) Project Purpose
The administrative capability of human resources involved in formulation of economic policy, financial policy, and fiscal management will be enhanced.

(3) Verifiable Indicators

- 1) Ratio of JDS participants who obtain Master's degrees
- 2) Ratio of JDS returned participants who on their return are, assigned workplace roles with a high relevance to their research/ expertise

(4) Number of JDS Participants and Accepting University

Graduate School of International Cooperation Studies, Kobe University
3 participants / year total 12 participants / 4 years

(5) Activity

Target	Contents/ Programmes to achieve the target
1) Before arrival in Japan	
Participants are expected to prepare for the efficient commencement of their research on their arrival in Japan.	Participants will engage with the subject matter specified by their respective universities and start collecting data and information necessary for their research plans.
2) During study in Japan	
Participants will be better able to understand Ghana's situation and challenges with regard to development and poverty reduction. The knowledge and expertise gained will be used towards the formulation and proposal of economic policies to tackle challenges facing the country.	<ul style="list-style-type: none"> • Participants will learn basic Economics (Micro Economics, Macro Economics and Econometrics) and their ability to analyse policy themes and to make policy proposals will be enhanced through empirical analysis of data. • Participants will gain an in-depth understanding of the effect of the political environment on economics, governance, and the role of the legal system through studying, not only Economics as the core subject, but also various fields including Political Science, International Relations, International Law and Law and Development. • Participants will gain knowledge, such as Public Finance, Monetary Theory and Growth Theory, necessary to steer macro-economic policy. • Participants will gain enhanced understanding of applied Economics such as Human Resource Development, Social Development Policy and Social Researches, necessary to formulate and implement economic policies for poverty reduction. • Participants will learn methodologies to make efficient use of development resources including foreign aid, such as, the use of sector programmes through Studies on International Development Cooperation. • Participants will gain awareness, not only of economic development, but also of other geographical areas' experiences via lecturers from other domestic and international universities. • Participants will gain knowledge regarding the systems of other countries through lecturers from other domestic and international universities. • Participants will broaden their perception, of the enforcement of social and economic policies in the field, through visits to public administration institutions within Japan.
Participants will consider potential solutions for development-related issues through the writing of thesis.	Participants will make a comparative review of economic growth through market economies in other nations and propose policy proposals concerning the chosen issues .
3) After return	
Utilisation of the research outcome.	<ul style="list-style-type: none"> • Returnees will continue to exchange information on a regular basis with their respective advisors. • Through follow-up activities, such as seminars for returnees and target organizations, university will assist them to achieve development tasks, etc.

(6)-1 Inputs from the Japanese Side

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

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

1 batch 3 participants × 4 years = 12 participants
From the year 2012 (Until 2014) : 3 participants
From the year 2013 (Until 2015) : 3 participants
From the year 2014 (Until 2016) : 3 participants
From the year 2015 (Until 2017) : 3 participants

(7) Inputs from the Ghanaian Side

- 1) Participate in the discussion meeting with professors from accepting universities.
- 2) Dispatch of JDS participants
- 3) Follow-up activities (e.g. providing opportunities for JDS returned participants to share/disseminate the knowledge they acquired in Japan at their organizations and/or other target organizations)

(8) Qualifications

- 1) Occupation:
More than 3 years of work experience in the specialized areas
- 2) Others
 - Nationality: Must be citizens of Ghana
 - Age: Between 22 and 39 years old (inclusive) as of April 1, in the year of dispatch
 - Must not be serving in the military
 - Applicants must have a good understanding of the objectives of the JDS Programme and after their return, should have a strong willingness to work for the development of Ghana.
 - Persons who are; currently receiving, planning, or who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible.
 - Applicants must be in good health, both mentally and physically.
 - Persons must have proficiency in English, sufficiently fluent for studying in Japan.

Japanese Grant Aid for Human Resource Development Scholarship (JDS)

Basic Plan for the Sub-Programme

Basic Information of Target Priority Area (Sub-Programme)

1. Country: Ghana
2. Sub-Programme : Improvement of Basic Social Services
3. Operating Committee: Ministry of Finance and Economic Planning (MOFEP), Ministry of Health (MOH), Ghana Health Service (GHS), Embassy of Japan in Ghana, and JICA Ghana Office

Itemized Table 1

1. Outline of Sub-Programme / Component

(1) Basic Information

1. Sub-Programme : Improvement of Basic Social Services
2. Component: Improvement of Basic Social Services (Support for Health Policy)
3. Managing Organization : Ministry of Finance and Economic Planning (MOFEP)
4. Target Organization: MOH and GHS

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

In Ghana, MDG4 (reduce child mortality) and MDG5 (improve maternal health) are seen as being difficult to achieve, although the Health Sector gives the utmost priority to the improvement of Mother and Child Health. The Government of Ghana had already set Mother and Child Health as a priority agenda within 'The Third Health Sector Five-year Plan'; however, the Government of Ghana, and donors in the Health Sector have been concerned with the delay in Mother and Child Health improvement, particularly in reducing the maternal mortality rate, and therefore established a 'Millennium Development Goal Acceleration Framework: MAF' and a 'Joint Action Plan: JAP (particularly for MDG4 and 5)' in response to the MDG leaders meeting held in September 2010. Responding to the situation described above, the Ghanaian Government has promoted prioritized interventions, such as, (a) improvement of family planning, (b) increased deliveries undertaken by skilled birth attendants and (c) improvement in urgent maternity and new-born care.

JICA is planning to implement the 'Improvement of Maternal and Neonatal Health Services Utilising CHPS system in the Upper West Region' under the Programme for Enhancing Mother and Child Health System in Upper West Region (provisional name). To raise overall standards, it is vital to strengthen the capacity for human resource management by governmental officers, logistics management (equipment and medicine), financial management (service delivery), and planning, monitoring and evaluation.

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

* As of December, 2011, the Country Assistance Programme for Ghana is being revised.

One of the priority areas in Japan's Country Assistance Programme for Ghana is 'Accelerating Rural Development', and 'Improvement of Basic Social Services in Deprived Areas' is categorised as a development issue in this priority area. Strengthening of the health system through human resource development has been identified as an important initiative and the 'human resources development of 100,000 health workers' was declared in the Yokohama Action Plan announced at the TICAD IV in 2008. The JICA has been assisting the enhancement of the health system of one of the poorest regions in Ghana (the Upper West Region) through technical cooperation projects.

2. Cooperation Framework

(1) Project Objective

The project objective is to strengthen the Ghanaian government's administrative capacities through providing opportunities to young, capable government employees who are expected to play leadership roles and who will contribute to the socio-economic development of the country, to obtain Master's degrees. It also aims to create the human network, which will eventually strengthen the bilateral relationship/ partnership between Japan and Ghana.

(2) Project Design

1) Overall Goal

Enhancement of institutional capability of target organizations involved in maternal and child health, community health, health policy formulation, and monitoring/ evaluation through the inputs of returned JDS participants.

2) Project Purpose

The administrative capacity of human resources involved in maternal and child health, community health, health policy formulation, and monitoring/ evaluation will be enhanced.

(3) Verifiable Indicators

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

2) Ratio of JDS returned participants who on their return are, assigned workplace roles with a high relevance to their research/ expertise.

(4) Number of JDS Participants and Accepting University

Graduate School of International Relations (GSIR), International University of Japan
2 participants / year total 8 participants / 4 years

(5) Activity

Target	Contents/ Programmes to achieve the target
1) Before arrival in Japan	
Participants are expected to prepare for the efficient commencement of their research on their arrival in Japan.	It will be possible to carry out pre-course studies, including basic mathematics and basic economics before the participants' enrollment.
2) During study in Japan	
Participants will obtain knowledge regarding human resource development for core government officials who, formulate, implement, evaluate, and manage, policy interventions in the health sector.	Participants will learn theoretical knowledge, essential for the analysis and solving of economic policy issues, through taking courses, such as Micro Economics and Macro Economics. At the same time, participants are expected to gain ability of empirical analysis through studying statistics and econometrics.
Participants will gain a detailed knowledge and advanced analytical ability concerning Maternal and Child Health policies.	Participants will study: economics, politics and international development studies, or, theoretical and empirical analytical methods and methodologies of policy evaluation. Seminars and workshops will be held to introduce case studies, and examples of policy implementation, by distinguished lecturers from other universities and foreign governmental organisations. Satellite video conferences and seminars with foreign organisations will be implemented through international university video conference systems. Moreover, field trips to visit public administration in Japan will be implemented. Through these activities, a linkage between knowledge learnt in classrooms and real-world policy management will be developed.
Participants will gain the capacity of empirical analysis (econometrics); an ability essential to formulate intervention policy effectively.	The analytical ability of participants will be improved to a level where they are able to apply the methods of econometrics to actual data. This will take place through specialized courses such as 'Health Policy', 'Health Economics', 'Social Security System', and 'Cross-sectional and Panel Econometrics'
Participants will consider solutions for top-priority health problems through conducting thesis research.	Participants will enhance their policy-analysis skills and communication ability by conducting master-thesis research.
3) After return	
Utilisation of the research outcome.	<ul style="list-style-type: none"> • Graduates will improve their knowledge, theories and skills, in a sustainable manner, through the implementation of post trainings and follow-up trainings by individual advisors. The sharing of knowledge and experience, and networking amongst JDS programme participants, will be enhanced through joint seminars with ex-participants, on-going students, and candidates. • Participants should seek collaboration with other public organisations. Joint researches between advisors and ex-participants will be encouraged.

(6)-1 Inputs from the Japanese Side

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

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

1 batch 2 participants × 4 years = 8 participants
From the year 2012 (Until 2014) : 2 participants
From the year 2013 (Until 2015) : 2 participants
From the year 2014 (Until 2016) : 2 participants
From the year 2015 (Until 2017) : 2 participants

(7) Inputs from the Ghanaian Side

- 1) Participate in the discussion meeting with professors from accepting universities.
- 2) Dispatch of JDS participants
- 3) Follow-up activities (e.g. providing opportunities for JDS returned participants to share/disseminate knowledge they acquired in Japan at their organizations and/or other target organizations)

(8) Qualifications

- 1) Occupation:
More than 3 years of work experience within the specialized areas
- 2) Others
 - Nationality: Must be citizens of Ghana
 - Age: Between 22 and 39 years old (inclusive) as of April 1, in the year of dispatch
 - Must not be serving in the military
 - Applicants must have a good understanding of the objective of the JDS Programme and, after their return, should have a strong willingness to work for the development of Ghana.
 - Persons who are; currently receiving, planning, or who have previously acquired, a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible.
 - Applicants must be in good health, both mentally and physically.
 - Persons must have proficiency in English, sufficiently fluent for studying in Japan.

Appendix 7 Findings of the Supplementary Survey on the Target Organizations

Attached Table 7-1 Findings of the Supplementary Survey on the Target Organizations

Survey Item	MOFEP	MOH	GHS	NDPC	BOG	GSS
Roles	Stabilisation of the macro economy for sustainable development; efficient mobilisation, distribution and management of financial resources; establishment and spread of achievement-oriented standards; establishment of a user-friendly financial management information system; development of a vigorous economic environment to benefit both the public and private sectors	Facilitation of socioeconomic development by means of providing high quality health services to promote health for the public	Implementation of health policies; improved access to high quality health services; management of all usable resources for local health services	Establishment of the framework for national development policies; advice for the President of Ghana and implementation of monitoring and evaluation for the effective and sustainable implementation of national policies and strategies design to improve the standard of living for all	Establishment of an effective macro economic environment for sustainable economic growth; formulation of effective fiscal policies	Gathering, analysis, publication and dissemination of official statistical data of Ghana; formulation of a framework for national and international programmes (GSGDA and MDGs) and relevant policies; implementation of monitoring and evaluation
Immediate Challenges	Shortage of administrative staff capable of formulating, monitoring and evaluating economic policies, conducting financial management and forecasting economic performance	Shortage of appropriate human resources involved in policy formulation, monitoring and evaluation and also in resource mobilisation planning	Insufficient management of health sector personnel (in terms of the achievement of management skills and evaluation skills of health sector personnel); management of the health sector budget; insufficient capacity of staff members responsible for financial management and health service delivery	Insufficient policy planning, monitoring and evaluation skills	Development and training ability to plan policies compatible with the BOG's strategy	Development of an effective human resources management information system; development and training of officials to plan effective policies; training in the ICT field
Preferable Academic Fields for Study in Japan	Economic management; financial management; economic forecasting; economic planning; ICT	Effective planning, resources mobilisation, monitoring and evaluation techniques relating to policies; effective decision-making techniques	Management of health sector personnel (in terms of the achievement of management skills and evaluation skills of health sector personnel); management of the health sector budget; health service delivery techniques (timing, targets and quantity, etc.)	Formulation, monitoring and evaluation of policies and plans in the economic sector	Laws; economic policies, bank control; financial management	Development of an effective human resources management information system; development and training of officials to plan effective policies; training in the ICT field

Survey Item	MOFEP	MOH	GHS	NDPC	BOG	GSS
Current Staff Strength	559	26,116 (including all central and local office workers)	53,580 (including all central and local office workers)	54	1,537	541
Staff Breakdown by Grade	Senior: 314 Junior: 245	See Attached Table 7-2	See Attached Table 7-3	Senior: 7 Junior: 18 Engineers: 14 Support Staff: 18	Senior: 1,005 Junior: 532	Statisticians: 113 Accounting Staff: 33 Administrative Staff: 27 Technical Officers: 197 Data Processing Staff: 23 Typists: 23 Drivers: 45 Labourers: 80
Number of Officials Engaged in Policy Planning	35 (all senior officers)	172 (all senior officers)	36,240 (including senior officers and technical officers)	7	290	23
Number of Eligible Staff for JDS Programme	112	24,425	9,362	16	47	31
Capability to Continually Recommend Potential Students for Four Years	Fully capable; can recommend 10 officials each year instead of 5 officials	Can recommend 5 officials each year	Can recommend 5 officials each year	Fully capable; can recommend more officials if necessary	Fully capable	Can recommend 5 officials each year
Conditions to Allow Study Abroad	Conclusion of a contract with each successful official on several years of obligatory working after return to Ghana	As left	As left	As left	As left	As left
Conditions for Leave of Absence During Study	None	None	None	None	None	None
Master's Degree Programmes of Other Donors	Some 10 officials travel abroad each year, mainly to Japan and the Netherlands	None at present	None at present	Japan, World Bank and UNICEF	One official in Japan at present	None at present
Treatment of Students after Return	Depends on the performance of the individuals concerned	As left	As left	As left	As left	As left

Attached Table 7-2 MOH

HEALTH WORKFORCE DISTRIBUTION BY AGENCY									
CATEGORY OF STAFF	CHAG	GHS	KATH	KBTH	MOH	PSYCH	TRAINING	TA TH	TOTAL
ANAESTHETIST (NURSE)	59	158	29	5	0	0	1	8	260
BIOMEDICAL SCIENTIST	51	260	24	50	0	6	6	16	413
BIOSTATISTICS ASSISTANT	66	460	34	29	3	8	2	22	624
COMMUNITY HEALTH NURSE	268	5957	9	61	0	9	22	18	6344
DENTAL CLINIC ASSISTANT	7	67	6	5	0	0	0	3	88
DENTAL SURGEON	3	31	6	4	0	0	0	1	45
DENTAL TECHNOLOGIST	1	5	2	0	0	0	0	1	9
DIETITIAN	0	8	1	2	0	0	0	0	11
DISPENSING ASSISTANT/ATTENDANT/TECHN	115	253	7	24	0	11	0	2	412
EMERGENCY MEDICAL TECHNICIAN	0	160	0	0	10	0	0	0	170
FIELD TECHNICIAN	36	760	4	1	1	0	0	1	803
HEALTH ASSISTANT CLINICAL/ENROLLED NURSE	1670	4261	439	155	1	375	11	86	6998
LABORATORY ASSISTANT	155	132	3	1	0	3	0	3	297
LABORATORY (TECHNICAL OFFICER)/TECHNICIAN	75	160	1	30	0	1	0	5	272
CONSULTANT	0	0	6	6	0	0	0	3	15
SPECIALIST	30	182	85	120	3	2	3	6	431
MEDICAL OFFICER	152	704	328	370	4	9	0	39	1606
MEDICAL ASSISTANT	107	469	1	1	0	23	3	5	609
MEDICAL RECORDS ASSISTANT	106	266	6	6	8	7	6	14	419
MIDWIFE	474	2894	198	133	0	11	5	65	3780
NURSE	1137	4473	547	888	8	390	404	247	8094
OPTICIAN	6	2	1	0	0	0	0	0	9
OPTOMERIST	2	15	2	2	0	0	0	1	22
PHARMACIST	30	314	50	66	3	6	0	10	479
PHARMACY TECHNICIAN	156	479	50	53	0	13	0	11	762
PHYSIOTHERAPIST	9	26	12	12	1	0	0	3	63
PHYSIOTHERAPIST ASSISTANT	10	11	3	10	0	0	0	1	35
RADIOGRAPHER	1	19	11	16	0	0	0	1	48
TECHNICAL OFFICER (BIOSTATS/HEALTH INFORMATION)	45	249	44	41	16	6	0	9	410
TECHNICAL OFFICER (DISEASE CONTROL*leprosy)	74	977	27	45	7	8	10	7	1155
TECHNICAL OFFICER (NUTRITION)/NUTRITIONIST	6	117	7	0	0	0	14	2	146
TECHNICAL OFFICER (X-RAY)	16	67	6	23	0	0	0	3	115
TECHNICAL OFFICER (PROSTHETIC & ORTHOTIC)	6	7	0	0	0	0	0	0	13
WARD ASSISTANT	9	96	0	0	0	0	0	6	111
OTHERS	2430	9349	536	820	283	421	986	334	15159
MANAGEMENT POSITIONS	9	132	5	7	11	0	0	8	172
TRAINEES	0	0	0	0	25757	0	0	0	25757
TOTAL	7321	33520	2490	2986	26116	1309	1473	941	76156

JICA

QUESTION	RESPONSE
Total Number of Officers/Staff	76156
Officers by category of employment	See next sheet
Officers in charge of formulating and implementing socio economic development plans	172
Ratio	1 female:2.3 males
No Qualified (Meets requirements)	24425
No organisation can recommend	

Attached Table 7-3 GHS

HEALTH SECTOR PAYROLL AS AT JUNE 2011
NUMBER ELIGIBLE FOR JDS PROGRAM IN JAPAN

(22-39 years old
 Senior officers)

Category	Female	Male	Total
Accountant	70	192	✓ 262
Administrative Manager	49	56	✓ 105
Anaesthetist Assistant	67	107	/ 174
Biomedical Scientist	104	293	397
Biostatistics Officer	9	31	40
Blood Donor Organiser	4	11	/ 15
Clinical Engineering Manager	1	4	/ 5
Dental Surgeon	7	17	/ 24
Dental Surgeon - House Officer	3	9	/ 12
Dental Technician/Therapist	2	3	/ 5
Dental Technologist	1		/ 1
Deputy Director		4	4
Dietician	3	4	/ 7
Director		1	/ 1
District Director	1	7	/ 8
Executive Officer	163	118	/ 281
Health Education Officer	1	4	/ 5
Health Educator	19	23	42
Health Planner	2	6	/ 8
Health Research Officer	12	13	// 25
Health Services Administrator	21	95	// 116
Human Resource Manager	13	25	/ 38
Mechanical Engineer	1	2	/ 3
Medical Assistant	77	138	/ 215
Medical Director		6	/ 6
Medical Officer	177	419	/ 596
Medical Officer - House Officer	260	450	710
Optometrist	2	10	12
Pharmacist	134	180	/ 314
Physiotherapist	21	22	/ 43
Private Secretary	60	6	66
Professional Nurse	4177	1703	/ 5880
Prosecutor		1	1
Quantity Surveyor	1	2	3
Radiographer	7	29	/ 36
Specialist	59	115	174
Statistician	4	7	11
Stenographer Secretary	213	8	221
Supply Officer	85	165	250
Technical Officer	38	118	/ 156
Technical Officer - Biostatistics	34	121	/ 155
Technical Officer - CDC	97	311	/ 408
Technical Officer - Laboratory	41	221	/ 262
Technical Officer - Laboratory	4	9	/ 13
Technical Officer - Nutrition	7	3	/ 10
Technical Officer - Prosthetic & Orthotics		4	/ 4
Technical Officer - X Ray	23	65	/ 88
Technician - Clinical Engineering		13	/ 13
Technician - Engineering		1	/ 1
Technician - Estate		1	1
Technician - Mechanical Engineering	1	21	/ 22
Technologist - Clinical Engineering	2	21	/ 23
Technologist - Mechanical Engineering		22	/ 22
Total	6,077	5,217	11,294

Senior officer ✓ ... Technical officer

(9362)

Appendix 8 Recruitment and Selection Methods for Candidates for the First Batch (To Commence Study in Japan in FY 2012)

In relation to the recruitment and selection in Ghana of the candidates for the first batch, the consultants provided assistance for the target organizations to find eligible and willing candidates in line with the practical details of the JDS Programme for Ghana, such as the number of students to be accepted by each university, qualifications required and recruitment and selection schedule, all of which were agreed at the first meeting of the Operating Committee.

(1) Preparation of Recruitment Materials, etc.

As recruitment materials for the JDS Programme for Ghana, 50 copies of the guidelines, 250 copies of the leaflet and 150 copies of the poster were printed and distributed to each target organization. In addition, the Home Page of the JDS Programme for Ghana was set up with an exclusive enquiry e-mail address so that any e-mail enquiry about the JDS Programme for Ghana could quickly receive a reply.

(2) Explanatory Meeting

A meeting was held at each target organization to explain the details for the JDS Programme for Ghana, including its purpose, accepting universities in Japan and required qualifications and concrete schedule, to those who were interested in applying for the programme in FY 2012 or even later. After the meeting, the consultants met the person in charge of the JDS Programme at each target organization to request the further promotion of the JDS Programme throughout the organization. A total of 105 people attended these meetings at six target organizations.

(3) English Competency Test

At the explanatory meetings and discussions with the target organizations, many questions were asked as well as comments made regarding an English competency test. As English is the official language in Ghana, it is unnecessary for Ghanaian students to submit a document certifying their English competency when applying to a university in the UK or US. As one of the accepting universities was willing to waive the test provided that the target organization issued a document certifying the English competency of each of its own candidates, the consultants explained the circumstances surrounding the English competency test to the accepting universities on 24th and 26th October, 2011. As a result of this explanation, both universities agreed to waive the test for the applicants for the JDS Programme for Ghana in FY 2012.

(4) Collection of Application Documents

The application documents were collected from each target organization by 4th November (Friday), 2011. The procedure was for each target organization to collect the documents from each in-house candidate and then to submit all of the documents to the person in charge of the

JDS Programme at the MOFEP for their forwarding to the consultants. As shown in the table below, 24 people applied. The consultants examined their application documents and found that one person from the MOH was ineligible, resulting in a final number of applicants of 23.

Number of People Submitting Application Documents
for the JDS Programme for Ghana

Target Organization	Number of Applicants (Female)
Economic Field	
MOFEP	5 (1)
NDPC	3 (1)
BOG	2 (0)
GSS	5 (1)
Sub-Total	15 (3)
Health Field	
MOH	3 (2)
GHS	6 (0)
Sub-Total	9 (2)
Total	24 (19 males and 5 females)

(5) Test on Mathematical Knowledge

On 22nd November (Tuesday), 2011, a test on mathematical knowledge was conducted for the applicants at a venue provided by the MOFEP. The actual test questions were provided by the International University of Japan this time. As one of the applicants withdrew the application of personal grounds, 22 applicants sat the test. No acceptance/rejection criteria were set for the test and the test results were simply forwarded to each accepting university. The actual scores achieved are summarised in 3.3

(6) Applicant Screening Based on Application Documents by Accepting Universities and Results

The application documents and results of the test on mathematical knowledge were passed to the relevant accepting universities on 28th November, 2011 for documentary examination (screening) of the applicants by these universities to be completed by 16th December, 2011. This documentary examination used a 100 point scale, consisting of 25 points for the past academic performance and academic background, 20 points for the prospect of the active use of the new knowledge on return to Ghana, 30 points for the contents of the planned study, 20 points for the compatibility of the planned study with the development themes in Ghana and 5 points for the quality of the letter of recommendation. Whether or not the result of the test on mathematical knowledge was used as part of the documentary examination or as simply reference information was left to the discretion of each university.

(7) Health Check

On 21st February, 2012, a health check was conducted for the 10 applicants who had successfully passed the screening process.

(8) Academic Interview by Professors of Accepting Universities and Results

The academic interviews of the 10 selected applicants by a professor of the relevant accepting university were conducted from 5th (Sunday) to 12th (Sunday) February, 2012 witnessed by a representative of the target organization at the target organization of each selected applicant. The interviewing professors from Kobe University (International Cooperation Studies) and Associate Professor from) of the International University of Japan(International Development Programme Director). The visiting professors also held discussions with the relevant target organization on such matters as course outline, special programme based on their Basic plan. This academic interview also used a 100 point scale, consisting of 10 points each for five items relating to the academic background and learning capacity, 5 points each for five items relating to the aptitude to study and personal ability to complete the study and 5 points each for five items relating to the potential of the selected applicant to contribute to the development of Ghana.

<Schedule of the Academic Interview>

Date		Main Schedule	Meeting Member	Agenda
5-Feb	Sun	Departure from Japan		
6-Feb	Mon	Arrival in Ghana	EOJ: (Mr. Honda, First Secretary)	
7-Feb	Tue	Meeting with JDS Coordinator • JICA Ghana Office (Prf.Mangyo @GSS14:00-14:30) (Prf. TAKAHASHI @JICA 17:00)	JICA: (Mr. Inamura, Chief Representative) (Mr. Usukura, Representative)	
8-Feb	Wed	Technical Interviews by Japanese University Faculties at GHS/HR JDS Project Office (Economics) & Meeting room (Health)	Kobe University: (Prof. Takahashi) International University of Japan (IUJ): (Prof. Mangyou)	Economics Component: 9candidates Health policy Component: 6candidates
9-Feb	Thu	• Technical Interviews at GHS/HR JDS Project Office (Economics Component) • Meeting with MoH, GHS and IUJ at GHS/HR Meeting Room (Health Component) • Meeting with MOFEP, GSS, NDPC, BOG and Kobe University at MOFEP Meeting room (Economic Component)	MOH: (Dr. Odai, Head, Research and Statistical Service) GHS: (Dr. Dedzo, Director, Human Resources Directorate) (Ms. Ekui, Fellowship coordinator.) MOFEP: (Mr. Yaw, Director, External Resource Mobilization -Bilateral) GSS: (Mr Opoku Manu Asare, Deputy Government Stastician, Technical Support) (Mr. Sylvester Gyamifi, Director of Project.) NDPC: (Mr. Kenneth Owusu, Senior Technical Assistant, office of Director-General) (Mr. Emmanuel Acquaye, Deputy Director of Administration.) BOG: (Ms. Josephine Dokua Ami-Narh, Head, Strategic Planning and Staff Development Officer) (Dr. Samuel Tengey, Strategic Planning & Staff Development Officer)	<u>Meeting with Target Organizations and Japanese University Faculties.</u> - Target Organizations explain University Faculties their current organizational issues/needs related to HRD and their preferred research topics at Universities. - Japanese University Faculties explain their course outline and Special Program based on their Basic Plan.

Date		Main Schedule	Meeting Member	Agenda
10-Feb	Fri	<ul style="list-style-type: none"> Meeting with Operating Committee (OC) at MOFEP Meeting room Leave Accra	MOFEP: (Mr. Yaw, Director, External Resource Mobilization-Bilateral) MOH: (Dr. Odai, Head, Research and Statistical Service) GHS: (Dr. Dedzo, Director, Human Resources Directorate) (Ms. Akui, Fellowship coordinator) EOJ: (Mr. Honda, First Secretary) JICA: (Mr. Inamura, Chief Representative) (Mr. Usukura, Representative)	<u>Reporting to OC members</u> - Japanese University Faculties share with OC members their impressions of candidates from the interview and give feedback of the previous meeting with Target Organizations. - Opinion exchange.
11-Feb	Sat	Arrival in Dubai		
12-Feb	Sun	Arrival in Narita		

This academic interview used a 100 point scale, consisting of 10 points each for five items relating to the academic background and learning capacity, 5 points each for five items relating to the aptitude to study and personal ability to complete the study and 5 points each for five items relating to the potential of the selected applicant to contribute to the development of Ghana. The visiting professors also held discussions with the relevant target organizations on such matters as desirable contents of teaching and research work for students at the receiving universities. At the meeting with the members of the Operating Committee, the visiting teachers explained the basic plan and exchanged opinions.

(9) General Interview by Members of the Operating Committee and Results

On 1st March, 2012, the final interview was organized by the Operating Committee and the successful candidates and substitutes were finally selected. The organizations and divisions to which the individual successful candidates and substitutes belong in the economic and health fields are shown in the table below.

<List of Successful Candidates and Substitutes>

Component	Org.	Division	Results
1-1 Economics	BOG	BoG/Research	Pass
	MOFEP	MOFEP/ERMD	Pass
	GSS	GSS/Western-Bibiani	Pass
	GSS	GSS/Accra	Substitute
	MOFEP	MOFEP/ACPEU	Substitute
	GSS	GSS/Central-Ajumako	Substitute
2-1 Health Policy	GHS	GHS/UWR-Wa	Pass
	MOH	MOH/PPME	Pass
	GHS	GHS/WR-Bibiani Central	Substitute
	MOH	MOH/MHATC-Abokobi	Substitute

At the meeting of the Operating Committee held on the following day (2nd March, 2012), the basic plan for the JDS programme in Ghana was approved along with the list of successful candidates and substitutes.

The consultant then assisted the successful candidates to undergo the final stage of the application procedure.

The table below summarises the selection results regarding the applicants for the first batch.

Component	Development of Governance and Financial Capacity (Economic Field)	Improvement of Basic Social Services (Health Field)	Total
Accepting University	Graduate School of International Cooperation Studies, Kobe University	Graduate School of International Relations, International University of Japan	
Number of Applicants	15	9	24
Number of Eligible Applicants	15	7	22
Number of Applicants Passing the Documentary Screening	9	6	15
Number of Applicants Passing the Academic Interview	6	4	10
Number of Applicants Passing the General Interview	3	2	5
Number of Applicants Finally Approved by the Operating Committee	3	2	5
Planned Number of Accepted Applicants for the JDS Programme	3	2	5