

Republic of Kenya  
Ministry of Public Service and Gender,  
State Department of Public Service (SDPS)

**Preparatory Survey  
on the Project for Human Resource  
Development Scholarship  
in the Republic of Kenya  
Final Report**

**May 2020**

**Japan International Cooperation Agency (JICA)**

**Japan International Cooperation Center (JICE)**

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# SUMMARY

## 1. Summary of the Preparatory Survey

### (1) Background of the Survey

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) was first launched in Uzbekistan and Laos in fiscal year (FY) 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The project has later been introduced to other countries as well, and has accepted 4,662 international students from a total of 18 countries since the first intake of international students in FY 2000 up to FY 2019.

Since FY 2009, the project was gradually switched to a new system as adopted by partner countries subsequently. In this system, an intake framework in four batches is planned, based on the aid policies of the Japanese government and the development issues and the human resources development needs of the target countries. Furthermore, the target of the project is limited to civil servants who are involved in the planning and implementation of policy in development issues.

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as the “JDS basic research”), verified the effectiveness and carried out a comparative analysis of JDS in the target countries, and demonstrated future project enforcement policies and strategies. In the FY2019 basic research, the degree recipient rate of JDS fellows was 98.7%, and the civil servants incumbent rate was still high at about 80%. In the questionnaire for returned fellows, it showed that the Japanophile feelings were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in 9 out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the active cases of competition with other donors, such as Australia, South Korea and China, the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding.

In addition, for countries where JDS is being conducted, JDS sets three stages of development; 1. response to development issues, 2. response to development issues and Japan’s national interest, and 3. Japan’s national interest. The focus of the target organization and the human resources should be shifted according to each stage.

The Republic of Kenya is aiming to join the middle-income country group by 2030 under the Vision 2030<sup>1</sup>, the national development plan till 2030. Although Japan has been providing support to the Republic of Kenya (hereinafter referred to as “Kenya”) to contribute to its development issues including economic infrastructure and agriculture development in order to support the country in building of the stable, sustainable society and in achieving its national objectives through economic development, improving administrative capabilities and building systems are an issue in all of the development issues. Based on the above background, Kenya became one of the new target countries of the JDS Preparatory Survey in FY2019. This Preparatory Survey was conducted with the aim of verifying the appropriateness of implementation of the project and properly reflecting the policy of Japan’s economic cooperation to Kenya, relevant JICA programs, etc. in the formulation of the project based on the needs of the government of Kenya.

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<sup>1</sup> Website of Kenyan Government: <https://vision2030.go.ke/>, (Reference as of April 15, 2020)

## **(2) Objectives of the Survey**

The main objectives of the survey are as follows:

- To analyze current situation in Kenya and needs for human resource development, and formulate a framework for next four batches starting in FY 2021.
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

## **(3) Method of the Survey**

As part of the Preparatory Survey, the field survey in Kenya was conducted from October 2019 to March 2020.

- October 2019 to March 2020: Field survey
  - (1) Setting priority areas (sub-programs) and development issues (components) in accordance with Japanese government's economic cooperation policy towards Kenya and development needs of Kenya
  - (2) Determining host universities in Japan which would provide appropriate educational programs corresponding to each sub-program/component
  - (3) Selecting target organizations corresponding to each sub-program/component
  - (4) Confirming the implementation structure of the project
- February 2020: Estimating the project scale
- April 2020: Drafting the basic plan for the target priority area

## **(4) Results of the Survey**

### **① Project Design**

The following table shows the JDS priority areas and key development issues and accepting universities identified on the basis of the field survey conducted.

### The Framework of the JDS in Kenya (from FY 2021 to 2024)

Sub-Program	Component	Accepting University	Graduate School (GS)	Maximum Number of Slots
1 Improvement of Administrative Functions	1-1 Improvement of Administrative Capacity of Central and Local Governments	Hiroshima University	GS of Humanities and Social Sciences	2
		National Graduate Institute for Policy Studies (GRIPS)	GS of Policy Studies	2
	1-2 Capacity Building for Economic Planning/ Policy and Public Financial Management/ Public Investment Management	International University of Japan (IUJ)	GS of International Relations (GSIR)	3
	1-3 Capacity Building for Legal Development and Operation	Kyushu University	GS of Law	2
	1-4 Capacity Building for Urban and Regional Development Plans/ Policies	Toyo University	GS of Global and Regional Studies	3

#### ② Target Organization

In this survey, agreement was reached between Kenyan side and Japanese side to target civil servants belonging to central government and county governments proposed by JICA.

#### ③ Consideration of Accepting JDS fellows to Doctoral Programs

With regards to the acceptance of doctoral fellows, the result of the interview with targeted ministries conducted by the survey team showed there was broad agreement that doctoral program would indeed be beneficial.

In a questionnaire given to the target organizations, 83% of the responding organizations replied that doctoral program was necessary, confirming the high needs for doctoral study abroad.

Details of the qualifications and selection process will be discussed at the first meeting of the Operating Committee in FY2020.

#### ④ The Operating Committee Members

The Operating Committee consists of Kenyan members (State Department of Public Service in the Ministry of Public Service and Gender (hereinafter referred to as “SDPS”), The National Treasury and Planning (hereinafter referred to as “The National Treasury”) and Japanese members (Embassy of Japan in Kenya and JICA Kenya Office), and it was agreed upon that the committee makes discussions and decisions on the JDS’s policy for its implementation and operation.

### **The Operating Committee Members of Kenya**

	Role	Organization
Kenyan Side	Co-Chair	State Department of Public Service (SDPS), Ministry of Public Service and Gender
	Committee Member	The National Treasury and Planning
Japanese Side	Committee Member	Embassy of Japan in Kenya
	Co-Chair	JICA Kenya Office

#### **(5) Evaluation of Relevance of the JDS**

Taking account of the development plan of Kenya and the current condition and issues of the sector, the survey team analyzed the consistency between the JDS and the development plan of Kenya. The prioritized aid area of the Kenya JDS is positioned as a contributing effort towards the achievement of the Vision 2030, the national development plan of the Kenyan Government, and Big Four Development Agenda.

Furthermore, Japan’s Country Development Cooperation Policy to Kenya formulated in April 2012, set “human resource development” as a focus area. JICA Country Analysis Paper (JCAP) also analyzed support plans according to the policy for Kenya.

The JDS seeks to develop the competencies of core human resources in the government organizations engaged in the relevant fields of each focus area. It contributes to resolve respective development issues and matches with Japanese and JICA Development Cooperation policy.

Accordingly, the JDS aims to reinforce human resource development who will be responsible for nation-building in their country and contribute to achieve medium and long term goals benefitting the development plan in Kenya. It is highly relevant to the assistance policies of Japanese government while it enhances complement cooperate-project such as technical cooperation programs, ODA projects, and etc.

## **2. Recommendations**

Recommendations under this survey are as follows.

### **(1) Implementation Structure**

#### **i) Effective Planning for the Project**

Through the survey we were able to gain detailed information about the establishment of a program framework, the public service’s human resource system and the public service overseas training system from the PSC which is responsible for public service human resource policy and the recruitment and promotion of civil servants and the SDPS which is responsible for training and human resource development of civil servants. As this program begins, it is important to gain a deeper understanding of the public service’s human resource system and overseas training system to enable the design of a program which makes more effective recruitment and selection of participants possible for the continuing implementation of the program, in order to strategically recruit and select outstanding public servants.

## **ii) Active Participation of the Operating Committee**

In Section 2-1-2. JDS Implementation Framework, the function and role of the steering committee, and the roles of the implementation organization, JICA Kenya office, and the agent under the JDS implementation guidelines are discussed. It is important that those involved in JDS will reconfirm their respective roles as soon as its implementation is approved in a Cabinet meeting in Japan.

Once JDS is launched as a project, it is important to have the members actively participate in the program from the planning stage, planning the recruitment of candidates and eliciting excellent candidates, through to enabling a smooth send-off.

## **iii) Procedure from the Grant Agreement (G/A) to a Request for Payment**

In the local survey in October 2019, the Japanese side explained to the SDPS about the process from conclusion of a Grant Agreement (G/A) and largely gained their understanding. The G/A and the agent contract are expected to be signed by August 2020, and it will be necessary to provide specific and detailed explanations to the Kenyan side in order to obtain agreement among Kenyan government parties. Different from other grant programs, selection of JDS candidates must be completed and the candidate list must be submitted to host universities by the end of March of the following year of the conclusion of G/A. Accordingly, G/A must be concluded by the end of July; in order to do so, following up to each relevant organization is very important.

## **(2) External Impacts on the Project Implementation**

### **i) Impact of COVID-19**

Regarding the spread of the COVID-19 from January 2020, external factors prevented the second field survey, which was scheduled to be conducted in February-March 2020, and hindered interviews and other activities. At this point in time it is not clear whether it will affect the implementation of JDS and the next year's fellows' arrival to Japan. Currently it is difficult to predict whether the COVID-19 will have an effect on the number of FY2020 applicants or not, however, it is necessary to keep watching the situation by collecting information concerning international student acceptance plans for summer and fall of 2020 of other donors, changes in the number of applicants in FY2020, and associated measures of the Government.

### **ii) Safety Management**

Kenya has dispatched troops to the African Union Mission in Somalia (AMISOM) which aims to reduce the threat posed by Al-Shabaab and other extremist groups, and responding to retaliatory threats by this terrorist group is a problem.

Specifically, the establishment of the JDS office scheduled for July 2020, it is necessary to progress with this while consulting with the person responsible for safety at JICA Kenya office. It is also important to refer to advice from Japanese people who have been working there for a long time. In addition, when carrying out program-related work, it is important to not only manage safety in Nairobi but also to collect information from JICA Kenya office and the Japanese Embassy in Kenya before implementing recruitment briefings in Mombasa county, and to undertake the program work after sufficient consideration has been given to safety.

### **(3) Allocation of Universities**

It has been proposed in the JDS basic research that more short-term program options be made available to better design JDS for enhanced strategic advantages. A majority of UK scholarship programs offered in Kenya are master's programs which can be completed in a year. Because of the historical background between Kenya and the UK, these types of programs are so popular with Kenyans that they attract 2,000 applicants or more. When starting a new scholarship program in the country where such popular scholarship programs are available, offering options of one-year and two-year master's programs will be the key to attracting good scholarship candidates..

### **(4) Target Organizations and Groups for the JDS**

It was agreed to target civil servants and regional civil servants belonging to the target organizations proposed by JICA and agreed to by Kenya.

Regarding target organizations, SDPS proposed narrowing down to organizations in the field of legal policy based on Component 1-3 (Capacity Building for Legal Development and Operation). Also, regarding this proposal, there was also a suggestion from the JICA office that they “wish to make applications possible without the framework of target organizations based on the respective components” when implementing the program. Therefore, it is necessary to discuss these points once again when deciding the overall policy at the first Operating Committee meeting to be held when the program starts, and to gain agreement.

### **(5) Enhancement of Recruitment Activities**

As there is keen competition for fellows in study abroad programs from other donor countries in Kenya such as the U.K., China and Korea, it is necessary to examine more effective methods of advertising the attractiveness and merits of the JDS. To do this, it is necessary to target advertising respectively towards central government civil servants and local civil servants employed by Mombasa County and Nairobi County who are the target of JDS.

As a fundamental policy to achieve this, first of all we need the person responsible for JDS at the SDPS, which is the contact point, to share and communicate information to the training supervisors at each ministry and agency (SDPS Desk). Therefore, it is very important that the agent that will implement JDS locally provide detailed explanations and develop a good relationship with the SDPS and SDPS Desk at each ministry and agency. Requesting cooperation after establishing a trusting relationship will be effective in disseminating information within the various ministries and agencies.

Also, as it is difficult to hold recruitment briefings in Mombasa due to safety concerns, it is necessary to use a variety of advertising tools and access channels in recruitment activities to ensure that the information reaches as many potential candidates as possible. It would also be effective to communicate the attractiveness of the JDS through press releases, newspaper articles and advertising utilizing other media, and through cooperation with JICA specialists, JICA Ex-participants Alumni of Kenya and other people with ties to Japan.

In promoting the appeal of JDS, it is important to actively promote its relative merits compared to other scholarships. These include Japan's provision of master's and doctoral programs at an international level as well as the establishment of a detailed guidance system and acceptance system provided through the Special Program designed to provide a curriculum suitable for the relevant country, the plans to provide a program to increase the added value of the study abroad program through networking meetings with administrative officials.

In addition, in the JICA Program with Universities for Development Studies (JProUD) currently underway, in addition to research into the field of expertise of the participants themselves, the opportunity to learn about Japan's development experiences is also a significant sales point.



## **(6) Consolidate relationships with other JICA projects and consider the possibility of collaboration**

To implement JDS as one of the ODA projects in Kenya, it is important to cooperate with other ODA projects, from the viewpoint of being a “contribution for the development” instead of just a scholarship for studying abroad. It is essential that dissemination of this project information among the representatives of JICA Kenya office and JICA experts, encouragement of competent human resources of the counter parts of the projects to apply for JDS, utilization of alumni networks, etc.

Therefore, this survey identified and reviewed the human resources development programs undertaken by Japan in Kenya such as the ABE Initiative and the SDGs Global Leadership Program. By positioning JDS as a project that plays a pivotal role in developing Kenya’s future administrative officials while maintaining consistency with its development agenda (The Big Four), the survey demonstrated the JICA’s overall human resources development strategy in Kenya, with a clear distinction with JICA projects, and theme-specific training programs. When JDS begins, this table will be shown to JICA personnel in a meeting, where they will be given a briefing about JDS and requested to provide cooperation. They will also be expected to join in the exploration of the possibility of implementing JDS in conjunction with other programs.

## **(7) Cooperation with Japanese universities**

As mentioned earlier in Section 1-4-3. Activities of Japanese Universities, in recent years, universities in Japan have become increasingly interested not only in attracting students from Africa, but also in Africa itself as a research area or field. They have been exploring the possibility of academic collaboration with universities and research institutes in Africa. Some of the universities that have lead the JICA's technical cooperation projects are likely to speed up their efforts to expand into Africa. To receive many applications to JDS, it is essential to work in partnership with these Japanese universities to make study opportunities in Japan attractive.

## **(8) Gender Consideration**

In this preparatory survey, in accordance with JICA’s gender policy, the survey team surveyed Kenya’s national gender policies and public service policy, and initiatives for gender consideration in the public service system. As a result of the survey, it was determined that gender consideration is necessary in JDS in Kenya.

Therefore, when the program starts in July 2020 and the overall policy for the FY2020 program is decided at the first Operating Committee meeting, based on the results of this preparatory survey, it is necessary to examine a policy and method for promoting the participation of women in the JDS through discussions and agreement with the Kenyan side.

## **(9) Preparation for Dispatching Fellows**

As mentioned earlier in “1-3.Civil servants’ Career Path and the status of Human Resources Development,” when civil servants participate in overseas training including long-term overseas study programs, the participant must sign a Training Bond prepared by the organization to which they belong and approved by the SDPS, and promise to return to their government post after completing their studies abroad. In addition, as the process from approval of the Oath to signing it usually takes two to three months, it is necessary to finish the selection itself by the end of March and allow time for preparations to ensure that the approval and signing of the Oath proceeds smoothly.

## **(10) Pre-Departure Orientation**

If there are few international students from Kenya or Africa even within the university, it may be also difficult to make friends due to differences in communication ways, and it may be difficult to conduct their study and research because he/she cannot adapt to the environment.

In addition, Kenya is a country just below the equator and the temperature does not change much during the year, so the winter in Japan is colder for Kenyans than the Japanese would imagine. Taking these points into consideration, it is necessary to provide a good orientation before coming to Japan to encourage Kenyan fellows to prepare for a study and life in Japan smoothly.

## **(11) Necessity of Enrichment Programs**

From the ministries and agencies which were visited by the survey team during the field survey, they proposed that it will be useful if internships are conducted in ministries and agencies and private companies, etc. during the two-year stay in Japan. In terms of capacity building of JDS fellows and building human relationship which is a basis for good bilateral relations, and differentiation from other scholarship programs, further effort should be promoted for this kind of engagement which will add value is expected. Then, with regards to the utilization of special program expenses it is necessary not only to ask the accepting universities but to examine other mechanisms that can be used which are more in line with the intentions of JICA.

## **(12) Need for Japanese Language**

Acquiring knowledge of the Japanese language is essential to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Kenya in the future. In the course of this field survey, the survey team had the opportunity to meet with Kenya who had experience of studying in Japan and therefore knew Japan well. They uniformly appealed that knowledge of the Japanese language should be made as requirement. Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is essential to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

## **(13) Unified Operation of Network Construction and Follow-up Schemes, and the Roles of the Agent**

### **i) Measures to be Implemented during Students' Stay in Japan for the Post-return Follow-up**

To make continuous follow-up easier and link those activities to the results of strengthening the partnership between Japan and Kenya, loyalty to Japan needs to be increased from while students' stay in Japan so that they will be motivated to maintain their relationship with Japan following their return. By implementing measures to maintain and develop the loyalty that was increased during their stay in Japan in post-return follow-up, better results can be expected.

### **ii) Follow-up Measures Implemented after the JDS Fellows Return**

In order to conduct continuous follow-up, JICA Ex-Participants Alumni of Kenya (JEPAK), Kenya-Japan Alumni Association (KEJAA), KAKEHASHI Africa and Chevening Alumni Association of Kenya which actively engage in local activities to maintain and to improve loyalty while students are in Japan, must be coordinated with and their expertise absorbed so as to support operations in Japan and enhance follow-up content. In particular, over the several years until activities come into full swing, Japan is anticipated to support funding and facilitate activities.

While collaborating with the office of Nagasaki University in Kenyan and the satellite office of Hokkaido University, Japanese stakeholders should, in concert, consider a system to reproduce top leaders who can take the leadership for Kenyan people studied in Japan. Consideration of advanced follow-up activities in cooperation with JICA Kenya Office, which implements a wide variety of training and international student programs, is expected.

### **iii) Networking with Japanese Government Officials**

From the viewpoint of improving loyalty to Japan, the measures to be provided to the JDS fellows during their stay in Japan generally include the holding of lessons for understanding the Japanese culture and seminars for informing about development experience in Japan. However, it is desirable to implement measures utilizing the greatest characteristics of the JDS, which mean that the JDS fellows are government officials involved in policy making of each country. For the JDS fellows who are expected to serve as a bridge between Japan and Kenya as a person fond of or familiar with Japan, a network with the Japanese ministries would be useful for their future career. It is desirable to provide support for establishing a network through exchange with administrative officials and the holding of seminars and workshops with the persons concerned with the Japanese ministries as a lecturer.

### **iv) Roles to be Performed by the Agent**

#### **(a) Role as a Mediator**

The JDS fellows formulate a network with various Japanese people during their stay in Japan. However, it is not easy to meet an appropriate person only by establishing a personal relationship between individuals and such network merely connects a point with a point, having only a sporadic effect. For this reason, the agent is expected to function as a mediator between the JDS fellows and the Japanese ministries and the persons concerned with ODA. It is expected that the agent will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements.

#### **(b) Firm Network Foundation with JDS Fellows**

The agent gets involved with the JDS fellows from the time of public announcement for recruitment and selection, regularly contacts the fellows through monitoring, etc. during their stay in Japan and provides immediate support in the case of emergency. For the JDS fellows, the agent is like a partner having a firm trust relationship. For this reason, the agent can understand the information on the quality and other matters of JDS fellows in a detailed and integrated manner.

The role to be played by the agent would be to function as the network foundation with the JDS fellows who are staying in Japan or have returned home based on their mutual trust relationship. The agent's function for establishing a relationship with the JDS fellows should be focused on from the viewpoint of follow-up activities.

#### **(c) Network Foundation with the Japanese Ministries**

On the other hand, it is also important to advertise the JDS to the persons concerned with the Japanese ministries. According to the questionnaire survey conducted by the agent independently, the degree of recognition of the JDS by the persons concerned with the Japanese ministries is very low<sup>2</sup>. However, the importance of a network with the JDS students is high for the persons concerned with the Japanese ministries. For example, in terms of the infrastructure export, human resource development is considered to form the basis of all measures taken for the infrastructure export and its many-sided significance was also pointed

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<sup>2</sup> Questionnaire of "Asian Government Leaders Networking Event" sponsored by JICE

out by the Ministerial Meeting on Strategy relating to Infrastructure Export and Economic Cooperation<sup>3</sup>.

It is important to inform them that the students from the ministries involved in the projects developed by each ministry in Kenya are staying in Japan; that the former JDS fellows have been actually promoted in each country and are playing an important role for diplomacy and economy; and that the existence of the agent facilitates us to select an appropriate network conveniently and thereby creating an opportunity for utilizing the JDS. If the persons concerned with the Japanese ministries recognize the JDS fellows as “diplomatic assets” and can utilize them, the value of the JDS will be improved.

The measures mentioned above will make the JDS a human development project that can achieve the development of the relevant country and the economic growth of Japan at the same time, enabling the establishment of win-win relationship between Japan and Kenya.

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<sup>3</sup> Cabinet Office, Government of Japan, 16<sup>th</sup> Economic Cooperation Infrastructure Conference

# CONTENTS

## Summary

## List of Abbreviations

<b>1. Background of the Project for Human Resource Development Scholarship (JDS)...</b>	<b>1</b>
1.1. Present Situation and Issues of the JDS .....	1
1.2. Background and Overview of the Grant Aid.....	10
1.3. Civil Servants' Career Path and the Status of Human Resources Development.....	11
1.4. Trends of the Japan's ODA to Kenya.....	17
1.5. Trend of Other Donor's Scholarship Programs.....	26
1.6. Needs for Human Resource Development in Target Organizations.....	29
<b>2. Contents of the JDS.....</b>	<b>37</b>
2.1. Overview of JDS.....	37
2.2. Obligations of Recipient Country.....	46
2.3. JDS Implementation Schedule .....	46
2.4. Application and Selection Methods .....	47
2.5. Contents of Orientation, Basic Knowledge, and Special Program.....	49
2.6. Monitoring, Guidance and Counselling .....	51
2.7. Follow-up .....	52
<b>3. Evaluation of the JDS and Recommendation.....</b>	<b>54</b>
3.1. Relevance between JDS and Development Issues / Country Development Cooperation Policy.....	54
3.2. Expected Effect of JDS .....	56
3.3. Comparison with Other Scholarship Programs Provided by Other Donors .....	57
3.4. Project Evaluation Indicator Data .....	59
3.5. Recommendations .....	61
3.6. Conclusion.....	71

## [Appendix]

1. Member List of the Survey Team
2. Flowchart of the Preparatory Survey for JDS
3. List of Contact Persons
4. Minutes of Discussions (M/D)
5. The Number of JDS fellows to be accepted for the Next Four Batches under the JDS in Kenya

## LIST OF ABBREVIATIONS

Abbreviations	Description
ADB	Asian Development Bank
EAC	East African Community
E/N	Exchange of note
G/A	Grant Agreement
GDP	Gross Domestic Product
GNI	Gross National Income
IMF	International Monetary Fund
JDS	Project for Human Resource Development Scholarship
JETRO	Japan External Trade Organization
JEPAK	JICA Ex-Participants Alumni of Kenya
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
KEJAA	Kenya Japan Alumni Association
KES	Kenya Shilling
KOICA	Korea International Cooperation Agency
MEXT	Ministry of Education, Culture, Sports, Science and Technology
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PSC	Public Service Commission
SDGs	Sustainable Development Goals
SDPS	Ministry of Public Service and Gender, State Department for Public Service
SNS	Social Networking Services
TOEFL	Test of English as a Foreign Language
UNDP	United Nations Development Programme

# 1. Background of the Project for Human Resource Development Scholarship (JDS)

## 1.1. Present Situation and Issues of JDS

### 1.1.1. Background of the Project

The Project for Human Resource Development Scholarship (hereinafter referred to as “JDS”) is a grant aid project that provides scholarships to international students from partner governments. It was established in fiscal year (FY) 1999 under the Japanese government’s “100,000 International Students Plan”. The purpose of the JDS is that “young government officials and others, who are involved in formulating and implementing the social and economic development plans of the country and are expected to play important roles in the future, shall obtain master’s degrees and Doctoral degrees at Japanese graduate schools and they shall then contribute to solving development issues of the country as core human resources after returning to their home country; they shall also contribute to strengthening the partnership between the two countries by building up person-to-person networks”. The project has accepted 4,662 international students from a total of 18 countries since the first intake of international students in FY 2000 up to FY 2019.

Although the original target countries of JDS were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Bhutan, Pakistan and East-Timor in FY 2018. At present, the project has 18 target countries. Furthermore, Maldives, Kenya and El Salvador are scheduled to be added. Indonesia left the JDS, which was conducted by the Japan International Cooperation Agency (herein referred to as “JICA”) in FY 2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also has left the JDS with the last JDS participants from China accepted in FY 2012<sup>4</sup>.

**Table 1: Number of JDS Fellows Dispatched (2000 - 2019)**

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
1. Uzbekistan	20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	17	17	16	345
2. Laos	20	20	20	20	20	20	25	25	25	20	20	20	19	20	20	20	20	22	22	22	420
3. Cambodia		20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	24	26	26	444
4. Vietnam		20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	30	62	63	639
5. Mongolia			20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	22	22	22	346
6. Bangladesh			29	19	20	20	20	20	20	20	15	15	15	15	15	25	30	30	33	33	394
7. Myanmar			14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	48	48	48	557
8. China				42	43	41	43	47	47	48	45	39	35	-	-	-	-	-	-	-	430
9. Philippines				19	20	20	25	25	25	25	20	20	20	20	20	20	20	20	21	21	361
10. Indonesia				30	30	30	30	-	-	-	-	-	-	-	-	-	-	-	-	-	120
11. Kyrgyz								20	20	18	14	14	15	15	15	15	15	15	15	19	210
12. Tajikistan										3	5	5	5	5	5	5	5	8	8	8	62
13. Sri Lanka											15	15	15	15	15	15	15	15	17	17	154
14. Ghana													5	5	5	10	10	10	10	10	65
15. Nepal																	20	20	20	20	80
16. Timor-Leste																					8
17. Pakistan																					17
18. Bhutan																					10
Total	40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	266	281	321	360	4,662

<sup>4</sup> After its termination as grant aid, the project has been shifted under the Ministry of Foreign Affairs of Japan and continued as “Japan Human Resource Development Scholarship for Chinese Young Leaders” (JDS China).

At first, intake plans for the various academic fields were made each year and human resources from both public and private sectors were accepted. Since FY 2009, the project was gradually switched to a new system as adopted by partner countries subsequently. In this system, an intake framework in four batches is planned, based on the aid policies of the Japanese government and the development issues and the human resources development needs of the target countries. Furthermore, the target of the project is limited to government officers who are involved in the planning and implementation of policy in development issues. The system endeavors to select and focus Japanese government development aid through the JDS by accepting international students in four batches in the same target area and from the same target organization and assigning them to the same accepting university. The system aims to form a “critical mass” with a group of former JDS fellows in each government ministry and agency, so that JDS fellows will be able to smoothly utilize the fruits of their studying in Japan in each organization they belong to after returning to their home countries. In addition, by fixing the accepting university for four years, the system plans to form networks between related organization in the target countries and Japanese accepting universities and to provide education and research programs which match the development issues and the human resource development needs of each country.

### **1.1.2. Challenge of JDS**

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as the “JDS basic research”), verified the effectiveness and carried out a comparative analysis of JDS in the target countries<sup>5</sup>, and demonstrated future project enforcement policies and strategies. In the FY2019 basic research, the degree recipient rate of JDS fellows was 98.7%, and the civil servants incumbent rate was still high at about 80%. In the questionnaire for returned fellows, it showed that the Japanophile feelings were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in 9 out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the active cases of competition with other donors, such as Australia, South Korea and China, the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding.

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<sup>5</sup>The FY2014 basic research was conducted in 11 countries except Ghana, which was excluded because its first JDS students had only just returned to the country. The FY2019 basic research was conducted in 13 countries. East Timor, Pakistan and Bhutan were excluded because they did not have any graduated students.



**Table 2 Future Directions of JDS (FY2019 JDS Basic Research)**

Recommendation	Specific measure	
Target clarification	Role allocation with other JICA scholarship programs	
Selection strategy	Setting special selection capacity	
Increasing Additional Value ↓ Branding	Basic project framework	Setting 1 year course Expansion of target candidates to the middle-aged group (reduced age requirements)
	Pre-arrival program	3-month Japanese language training
	Program during study in Japan	Formation of a network with Japanese ministries and local governments Implementation of internships in government agencies, NGOs, companies, etc. Service and ceremony (VIP visit on arrival in Japan, etc.)
	Activities after returning to home country	Strengthening follow-up activities (support for alumni association networks and research activities after returning to home country, etc.) Sharing and disseminating returned fellows lists to Japan-related institutions
	Improving and strengthening public relations and promotion methods	Redesigning brochures Introducing web applications

In addition, for countries where JDS is being conducted, the number of development issues which require donors to deal with them is likely to decrease as the project continues. Therefore, JDS sets three stages of development; 1. response to development issues, 2. response to development issues and Japan's national interest, and 3. Japan's national interest. The focus of the target institution and the human resources should be shifted according to each stage. For countries that are considered ready to move to the second stage of development, the project operations need to consider diplomatic effects, including setting special selection capacities for institutions with significant economic and diplomatic value to Japan.

### 1.1.3. The Status of Socio-Economy and Higher Education

#### (1) Socio-Economic Situation<sup>6</sup>

Kenya is located in East Africa, is 580,000 square kilometers in area, and is approximately 1.5 times the size of Japan. Kenya gained its independence from the United Kingdom in 1963 but remains a member state of the Commonwealth of Nations today. Nairobi, the capital city is a major crossroad hub of telecommunications, finance and transportation in East Africa. Mombasa, the second most economic city bordering the Indian Ocean has the largest port in East Africa and is an important gateway to the neighboring landlocked countries such as Uganda and Rwanda.

Kenya is a multiethnic country that consists of 40 or more ethnic groups. The major ethnic groups are Kikuyu, Luhya, Kalenjin and Luo. The official languages are Swahili and English. The religious followings of Kenyans are made up of approximately 80 percent Christian, 10 percent Muslim, with the remaining following traditional and other religious practices.

<sup>6</sup> Unless otherwise noted, this document was created based on information described in JICA internal documents, JICA "Index List by Country (Issue of March 2019)," MOFA "Data by Country in 2017," MOFA "Basic Data for the Republic of Kenya," and JETRO "Basic information for the Republic of Kenya."

Kenya's major industry is agriculture and is responsible for an approximate 30 percent share of the overall GDP. Farm population represents 40 percent or more of the entire population of Kenya, and 70 percent or more of the population in rural areas<sup>7</sup>. In relation to exports, agricultural products account for 65 percent of total export revenue. In particular, black tea, horticultural crops (flowering plants, vegetables and fruits) account for close to 50 percent of total export revenue<sup>8</sup>. In recent years, the production of cut-flowers, especially roses has been doing exceptionally well in Kenya with increasing exports to Europe. Agriculture and tourism are vital industries in the acquisition of foreign currencies

In 2001, the East African Community (EAC) was re-organized by three countries, Kenya, Tanzania and Uganda for taking aim at the regional integration of East Africa. Subsequently, Rwanda and Burundi joined the community in 2007, followed by the South Sudan in 2016, thus doubling the expanse of the EAC to six countries. The EAC intended goals were to achieve liberalization in relation to the movement of persons, the elimination of tariffs and the introduction of a common currency for the future. In 2010, the EAC common market was established and basically achieved the liberalized movement of goods, persons, human resources, services and capital.

Kenya's major social indicators and major economic indicators are shown in the tables below.

**Table 3: Kenya's Major Social Indicators**

Indicator	2014	2015	2016	2017	2018
Population (million)	46.7	47.9	49.1	50.2	51.4
Population growth rate (%)	2.6	2.5	2.4	2.4	2.3
Urban population growth rate (%)	4.3	4.2	4.1	4.1	4.1
Population density	82	84	86	88	90
GNI (million USD)	57,833	61,836	66,851	72,130	83,063
Per-capita GNI (USD)	1,240	1,290	1,360	1,440	1,620
Poverty ratio (less than two dollars per day: %)	-	36.8	-	-	-
Average life expectancy (years old)	64	65	65	66	-
Total fertility rate	3.9	3.8	3.7	3.6	-
Mobile phone ownership ratio (%)	72	79	79	85	96

Source: World Bank, World Development Indicators Online (November 2019)

<sup>7</sup> FAO, Kenya at a glance, 2019

<sup>8</sup> Kenya National Bureau of Statistics, Statistical Abstract 2018

**Table 4: Kenya's Major Economic Indicators**

Indicator	2014	2015	2016	2017	2018
GDP (million USD)	61,448	64,008	69,189	78,757	87,908
GDP growth rate (%)	5.4	5.7	5.9	4.9	6.3
Rate of increase in consumer price index (inflation rate) (annual rate: %)	8.1	10.0	5.6	10.6	2.8
Ratio of primary industry (percentage of GDP: %)	27.5	30.2	31.1	34.8	34.2
Ratio of secondary industry (percentage of GDP: %)	17.4	17.3	17.9	16.8	16.4
Ratio of tertiary industry (percentage of GDP: %)	48.0	46.2	44.7	43.6	-
Export ratio (percentage of GDP: %)	18.3	16.6	14.3	13.3	13.2
Import ratio (percentage of GDP: %)	33.0	27.6	23.3	24.2	23.0
Ratio of gross capital formation (percentage of GDP: %)	22.4	21.5	18.3	18.8	18.4
Tax revenue (percentage of GDP: %)	16.9	16.3	16.2	15.7	-
Military expenditures (percentage of GDP: %)	1.3	1.3	1.3	1.3	1.2
Merchandise trade (percentage of GDP: %)	39.9	34.4	28.6	28.5	26.6
Foreign debt balance (million USD)	16,900	19,767	21,694	26,830	31,511
Amount of overseas remittance money received (million USD)	1,441	1,569	1,745	1,962	2,720
Net inflow amount of foreign direct investment (million USD)	821	620	393	671	1,626
Amount of development assistance money received (million USD)	2,661	2,464	2,188	2,475	-

Source: World Bank, World Development Indicators Online (November 2019)

Kenya's political system<sup>9</sup> is that of a Republic. The head of state is the president chosen by a direct election, and a presidential term is five years with service limited to a maximum of two terms. In 2013, the Prime Minister system was abolished and moved from a unicameral system to a two-chamber system (the Senate representing the county and the lower house of the constituency parliament).

<sup>9</sup> This document was created based on the information described in JICA internal documents, JICA "Index List by Country (Issue of March 2019)", "MOFA "Data by Country in 2017," MOFA "Basic Data for the Republic of Kenya," and JETRO "Basic information for the Republic of Kenya."

Since the Kenya's independence in 1963, the country was ruled by a longtime, one-house parliamentary government controlled by the Kenya African National Union (KANU). Both Jomo Kenyatta (the first president) and Daniel arap Moi (the second president) were KANU members. However, a multiparty system was introduced in 1991, and Mwai Kibaki who later ran for president representing an opposition coalition consisting of a multi-party alliance, was elected president in 2002 to finally realize a true change in government. Although following Kibaki's re-election in 2007, Uhuru Kenyatta who was originally a member of the KANU (now a member of The National Alliance) won the presidential election in the 2013, then won re-election in 2017 and is the current president. There have been severe conflicts between political parties in Kenya due to tribal clashes that have resulted in repeated riots every five years during presidential elections. In particular, during the presidential election in 2007, more than 1,000 deaths occurred. The Supreme Court declared the presidential election in 2017 void and a rerun election was carried out in the same year accordingly.

The current Kenyan constitution went into force on August 27, 2010. Under that constitution, the Kenyan national system of government consists of four organizations: "the executive," "the legislature," "the Judiciary" and "the devolved governments." The executive represents the President, Deputy President, and Cabinet, the legislature represents the National Assembly and the Senate, the judiciary represents the justice authority and the devolved governments represent county governments. Consequently, Kenya's constitution is based on the separation of powers (administration, legislation and judicature)<sup>10</sup>.

As of 2019 there are 34 authorities designated as ministries or agencies. These authorities are divided into 21 ministries, 12 agencies (established directly under the constitution or by presidential order) and the Attorney General of Kenya<sup>11</sup>. Ministries fall under the Cabinet, and the ministries have multiple umbrella agencies. There are currently 259 umbrella agencies in total in place.

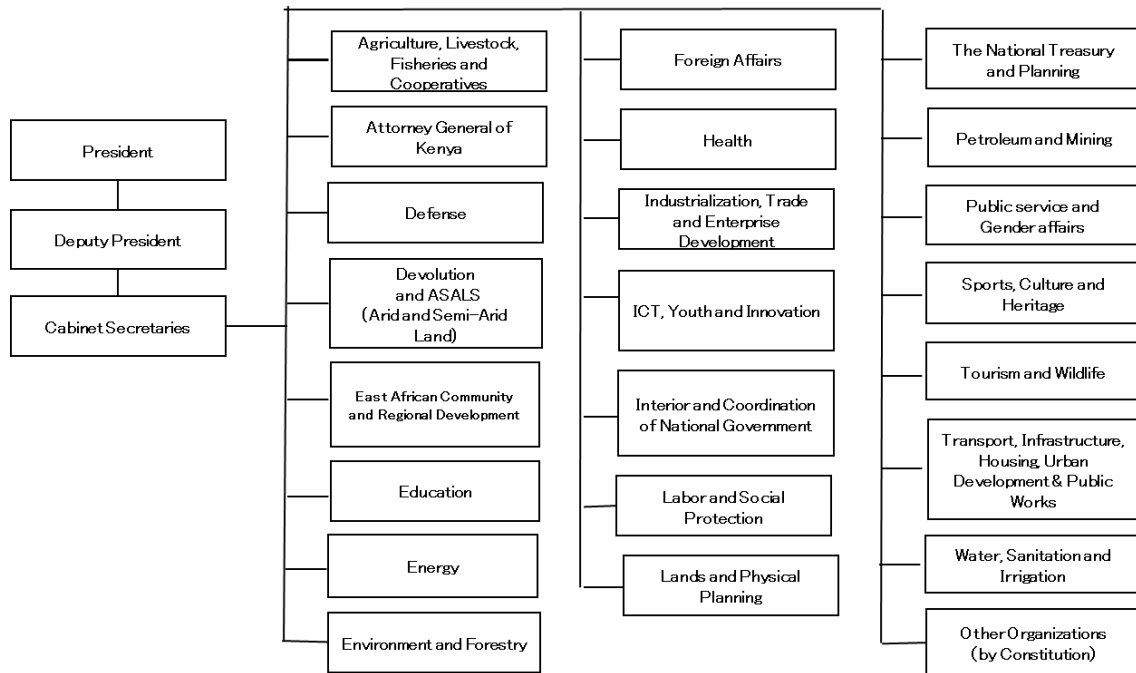
Kenya had a central government-led state system until the formulation of the current constitution. However, the constitution designated 47 counties as individual local governments, which to a degree led to a weakening of presidential powers and consequently a shift toward decentralization. After the general election in 2013, county governments were established with many central government authorities being devolved to those county governments. County budgets and staff members were also allocated or transferred from the traditional administrative districts and central government. There are administrative divisions such as sub-counties, wards and villages under each county. The fact that there has been a transition of power to the counties in relation to decentralization has resulted in the counties having to deal with many problems beyond their administrative capacity which has consequently led to a reinforcement of presidential powers.

The following is the Kenyan government organization chart:

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<sup>10</sup> National Council for Law Reporting with the Authority of the Attorney-General, Constitution of Kenya, 2010

<sup>11</sup> Based on Information acquired via field survey



Source: Created by the investigative team

**Figure 1 Kenyan Government Organization Chart**

The Ministry of Public Service and Gender, the mother body of the State Department for Public Service (hereinafter referred to as “SDPS”), which is the operation committee member for the Kenyan side of JDS, and The National Treasury and Planning (hereinafter referred to as “The National Treasury”)” are important organizations within the government.

#### 1.1.4. Development program

The Kenyan national development program, “Kenya Vision 2030” was formulated in 2008 to reflect planned goals into 2030. The Kenya Vision 2030 is a representation of the country’s long-term development blueprint. It is to create “a globally competitive and prosperous country with a high quality of life” as its slogan. The objective is to become a newly industrialized and middle-income country by 2030<sup>12</sup>.

Based on the long-term development plan described the above, “the Medium-Term Plan (MTP)” conveys the First, Second and Third MTPs that have been formulated. The first MTP (2008-2012) aimed for a rapid economic recovery after the 2007 presidential election turmoil. The Second MTP (2013 to 2017) was to declare a policy “Transformation of Kenya – The path to decentralization, socioeconomic development, fairness and national union.” On condition of the achievement of the First MTP, it was to focus most of its attention on accelerating economic growth through infrastructure investments and establish the improvement of social services in the education and medical fields.

The current MTP, the Third MTP (2018 to 2022) is on condition of the achievements of the First and Second MTPs, to declare a policy dedicated to the consistent implementation of the key government programs and project plans in accordance with legal and organizational changes. However, as prioritized policies referred to as part of “the Big Four Development Agenda (Big Four)” were arisen on the initiative of the current president, these policies are to take priority in terms of implementation. The Big Four consists of four prioritized areas, which are “Enhancing

<sup>12</sup> Ministry of State for Planning, Vision 2030, 2008

Manufacturing “;“Food Security and Nutrition”, “Universal Health Coverage” and .“Affordable Housing” Government budgets are preferentially allocated to policies, programs and projects that relate to each area<sup>13</sup>.

The following are tables that reflect the general outline of the Kenya Vision 2030 and that of the Big Four.

**Table 5: General Outline of the Kenya Vision 2030**

Goals	Priority Areas	Common Challenge
To achieve GDP growth rate of 10 %	<ul style="list-style-type: none"> <li>● Tourism</li> <li>● Agriculture and Livestock</li> <li>● Wholesale &amp; Retail</li> <li>● Trade</li> <li>● Manufacturing</li> <li>● Financial Services</li> <li>● Business Processes Offshoring and IT-Enabled Services</li> </ul>	Infrastructure Science, Technology and Innovation Land Reforms Human Resource Development Improving Public Security Public Sector Reforms
A society in which people live in a clean and secure environment, where they are equal, just and united.	<ul style="list-style-type: none"> <li>● Education &amp; Training</li> <li>● Health</li> <li>● Water &amp; Sanitation</li> <li>● Environment</li> <li>● Housing&amp; Urbanization</li> <li>● Gender, Youth, Sport &amp; Culture</li> <li>● Equity and poverty elimination</li> </ul>	
A democratic political system that is issue based , respects the rule of law, and protects the rights and freedoms of every individual in Kenyan society	<ul style="list-style-type: none"> <li>● Rule of Law</li> <li>● Electoral &amp; Political Processes</li> <li>● Democracy and Public Service Delivery</li> <li>● Transparency and Accountability</li> <li>● Management and Operation of Public Service</li> <li>● Security, Peace Building and Conflict Management</li> </ul>	

Source: Ministry of State for Planning, Vision 2030

**Table 6: General Outline of the Big Four**

Priority Areas	Goals
Enhancing Manufacturing	Increase the share of manufacturing in GDP from 9.2% to 20% by 2022 and at least 50% of all agricultural products to be processed agricultural products
Food Security and Nutrition	Promoting food security and nutrition through construction of small multipurpose dams for irrigation projects, construction of food storage facilities, and high-impact nutrition interventions
Universal Health Coverage	Achieve 100% universal health coverage.
Affordable Housing	Providing affordable housing by building 500,000 affordable homes across the country in five years

Source: The National Treasury and Planning, Third Medium Term Plan 2018-2022

<sup>13</sup> The National Treasury and Planning, Third Medium Term Plan 2018-2022

### 1.1.5.Higher education circumstances

Kenya’s education system is an 8-4-4 system, i.e., eight years of elementary education, four years of secondary education and four years of higher education. In addition to undergraduate courses (four years), masters courses (one to two years) and doctor’s courses (three years) in higher education, there are diploma courses (two to three years to obtain a qualification of a higher diploma or a diploma certificate) provided by post-secondary education institutions<sup>14</sup>.

In order to proceed with a higher education, it is required that a certain grade level or higher at the Kenya Certificate of Secondary Education (KCSE) be obtained. Grade calculation of KCSE is determined through the use of 12 grades from A to E (including + and -)<sup>15</sup>, and it is required that an average C+ or better be obtained in order to attend university. If the average is B+ or better, it’s possible to receive government financial aid to attend a national university<sup>16 17</sup>.

Under the Universities Act of 2012, there are five types of higher education institutions i.e., public chartered universities, private chartered universities, public constituent colleges, private constituent colleges and institutions with letters of interim authority<sup>18</sup>. The following table shows the numbers of universities, colleges and institutions as of November 2017.

**Table 7: Numbers of Kenyan Higher Education Institutions (as of November 2017)**

Higher education institutions	Number of institutions
Public chartered universities	31
Private chartered universities	18
Public constituent colleges	6
Private constituent colleges	5
Institutions with letters of interim authority	14
Total	74

Source: Commission for University Education, Accredited Universities

A part of public chartered universities and private chartered universities are those that were established in the 80s and 90s including the University of Nairobi that is the oldest in Kenya, established in 1970. 55 universities out of 74 in total were established from 2000 onward<sup>19</sup>. The number of universities established has rapidly increased since 2000, as the number of students who completed their secondary schooling increased due to population growth and a greater enthusiasm for education in accordance with the economic growth. The demand for the higher education is steadily increasing. As a consequence of Kenya being an education-conscious society, employers have attached a greater importance to academic degrees, diplomas and certificates, such that even those who are already employed members of society, in many cases, are seeking enrolment at higher education institutions<sup>20</sup>. The higher education enrolment rate in 2016 was 11.7 percent<sup>21</sup>.

<sup>14</sup> World Education Services, Education in Kenya, 2015

<sup>15</sup> 12 grades: A, A-, B+, B, B-, C+, C, C-, D+, D, D- and E

<sup>16</sup> "Higher education circumstances in Kenya", Mayumi Kishi, 2012

<sup>17</sup> "Report on Kenyan higher education", the JSPS Nairobi Research Station, 2015

<sup>18</sup> Commission for University Education, Status of Universities <<http://cue.or.ke/index.php/status-of-universities>>

<sup>19</sup> Commission for University Education, Accredited Universities, 2017

<sup>20</sup> "Higher education circumstances in Kenya", Mayumi Kishi, 2012

<sup>21</sup> World Bank, World Development Indicators 2018

The following table shows the numbers of students in the public and private chartered universities from 2011 to 2017 (academic year). The number of admitted students in the public chartered universities increased by more than 300,000 during that period of 2011 to 2017, which is a 302 percent rate of increase.

**Table 8: Numbers of Students Admitted to Kenyan Public and Private Chartered Universities**

Unit: Number of students

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18*1
Undergraduate students in public chartered universities	141,764	170,417	264,649	323,434	367,757	411,905	439,965
Graduate students in public chartered universities	16,153	24,417	38,318	4,274	59,277	67,407	32,977
Diplomas	5,904	6,856	26,792	32,510	2,786	3,978	NA
Total students attending public chartered universities	163,821	201,690	329,759	400,218	429,820	479,312	494,896
Students in private chartered universities *2	60,712	54,459	71,646	85,889	76,532	85,195	80,928

Source: Kenya National Bureau of Statistics, Statistical Abstract 2018

Note: Kenyan academic year is from January to November, but universities are from September to June.

\*1: Provisional figure

\*2: It was not possible to obtain data of the breakdown of undergraduate students, graduate students and diplomas in private chartered universities

Even under such circumstances, the rapid increase in the number of students attending universities has some negative effects on the society, for example, educational environmental degradation due to a lack of university equipment and degradation of educational quality due to a lack of teachers<sup>22</sup>. In addition, against a backdrop of increased higher education demand and educational environmental degradation in the country, it is forecasted that there will be an increase in the number of people who want to study at overseas universities and take their post graduate courses there. Considering such circumstances, the Website of the Higher Education Loans Board under the umbrella of the Ministry of Education has introduced education loans, bursaries and scholarships to study in Kenya as well as overseas.

## 1.2. Background and Overview of the Grant Aid

In Kenya, the capacity and structure of staff, organizations and systems of government agencies and related ministries and agencies dealing with each development issue for the issues to be addressed are lacking. Improving administrative capabilities and building systems are an issue in all of the development issues.

<sup>22</sup> "Higher education circumstances in Kenya", Mayumi Kishi, 2012



Furthermore, in the Country Assistance Policy for Kenya (April 2012), human Resource development is one of the five priority fields in the key policy of “promote sustainable economic and social development”. Supporting the human resource development of young government officials who are expected to play leading roles in the future in key government posts matches Japan’s fundamental foreign policy of “a free and open Indo Pacific region” which aims to promote the rule of law (enhance governance capabilities) and the pursuit of economic prosperity (human networks).

Under the circumstances above, recently the Japanese government received a request from the Kenyan government regarding plans for acceptance of international students in the fourth batch of the same project from 2021. The human resource development of civil servants in the project is expected to enhance the government organization as well as contribute to the resolution of development issues.

### 1.3. Civil Servants’ Career Path and the Status of Human Resources Development<sup>23</sup>

#### (1) Administrative System of Kenya

Kenya’s public service system is set forth in the public service rules revised in 2006. Public servant in Kenya means those who are employed in the central government’s ministries and agencies, national commissions, government research institutes, national companies, and local governments, and the public service system and formulation of its policy is under the jurisdiction of the Public Service Commission (hereinafter “PSC”). Civil servant’s positions are based on Job Groups A to V (Table 10). According to 2018 data from the Kenya National Bureau of Statistics, there are around 843,000 civil servants, and approximately 200,000 of these belong to the central ministries and agencies. As Kenya has a high unemployment rate, stable public service jobs are popular, and it is said that many of the civil servants are people who graduated with top marks from Kenyan universities.

**Table 9: Number of Public Servants in the PSC<sup>24</sup>**

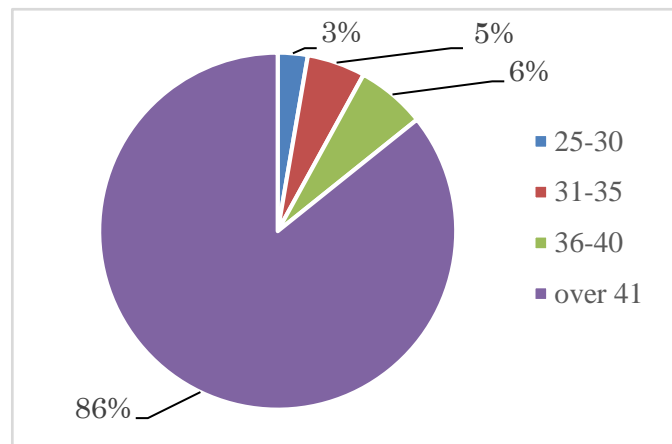
The Number of Staff in Public Sector in FY 2018	(Person in thousand)
Ministries, Judiciary office and Assembly	206.4
Teachers	313.6
Government Organizations (Parastatals)	96.7
Organizations where the government has a 50% or more stake	47.5
County Governments	178.7
Total	842.9

The survey of the major organizations that were targeted by JDS reveals that the sizes of 30 government ministries and agencies that responded to the survey range from organizations with roughly 100 civil servants to those with over 25,000 such as the National Treasury. The total number of civil servants of the 30 organizations is about 58,000, of whom about 9,000 are under the age of 40 years.

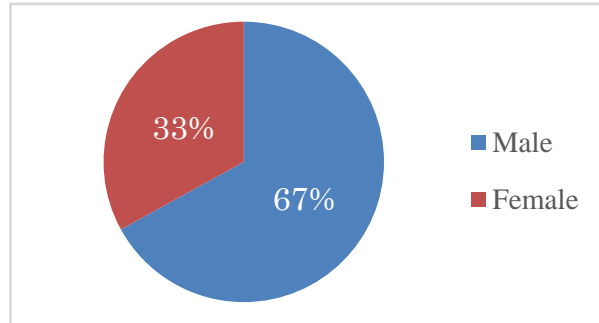
<sup>23</sup> Compiled based on policies developed by the PSC, “Human Resource Policies and Procedures Manual for the Public Service, May 2016”, and hearings from the PSC. The policy sets out the recruitment, selection, hiring, promotion, transfer and treatment (rights, obligations, etc.) of the Civil Service.

<sup>24</sup> Kenya National Bureau Statistics in 2018, <https://www.knbs.or.ke/download/economic-survey-2019/>

In terms of age, young staff in the 25 to 40 age group, who are the main target of the JDS Master's and Doctoral Program, account for 16% of the total number of the civil servants. The survey confirms that, of the 30 government offices, over 30% of the total staff of 12 government offices are young staff in the 25 to 40 age group, who are prospective participants of the JDS Master's Program, although the age groups vary slightly from government office to another. This data supports the fact that the Kenyan government has stopped hiring young civil servants at least for the last 10 years. The percentages of male staff and female staff under the age of 40 are 66% and 34%, respectively.



**Figure 2: Age Composition of Target Organizations**



**Figure 3: Male-Female ratio of Target Organizations**

According to statistical data about civil servants of central government ministries and agencies obtained from the SDPS, the number of civil servants under the age of 40 is about 24,000 and the percentages of male staff and female staff are 60% and 40%, respectively. As mentioned earlier, a master's degree is a prerequisite for the position of assistant director (Job Group P and Grade 7) or higher and 15% of civil servants of all respondents hold a master's degree. 78 civil servants of 18 respondents hold a doctoral degree, who represent about 1% of the staff of all respondents.

The number of doctoral degree holders was 78 out of 18 organizations, which is about 1% of the number of staff at the organizations that responded. Government ministries and agencies confirmed to have more than five doctoral degree holders include the Ministry of Industrialization and Enterprise Development (16), the Ministry of Foreign Affairs (11), and the Water Resources Authority (8). The survey shows that these government offices are the ones that have been identified to require their staff to study overseas on doctoral programs.

The Kenyan government is faced with a shortage of young civil servants working in government ministries and agencies as a result of its reluctance to hire young people for over 10 years due to lack of the budget. In an effort to overcome this situation, the PSC started to give internship opportunities in central government ministries and agencies to university students on a pilot basis in October 2019 to promote employment of young civil servants.

## **(2) Career Paths of Civil Servants in Kenya**

According to the public service system policy “Human Resource Policies and Procedures Manual for the Public Service, May 2016” issued by the PSC, a Human Resource Management Advisory Committees and Performance Management Committees have been established in each ministry to effectively manage personnel in each ministry. The Human Resource Advisory Committees hold regular meetings every month and the Performance Management Committees meet each quarter.

The Human Resource Management Advisory Committees comprise the Principle Secretary (Chairperson), the Director of Human Resources Management and Development (Secretary) and seven committee members. They advise the respective supervisors on (1) advertising posts and selection and recruitment of employees, and (2) the personnel evaluation, promotion, training and training results evaluation. The Performance Management Committees comprise the Principal Secretary (Chairperson), Directors of State Departments, the head of the General Affairs Bureau, Head of Central Planning Unit, and the Director of Human Resource Management and Development (Secretary). The committees have the following functions; (1) undertake a quarterly review of strategic plans, (2) to implement personnel evaluations in accordance with the government’s Staff Appraisal System, (3) to develop and implement systems for monitoring the human resource system, and personnel evaluation and reports and (4) to ensure the credibility of remuneration and penalties.

### **(i) Advertising posts and recruitment of public servants**

Kenya’s policy for recruitment of public servants is formulated by PSC, which implements the recruitment of civil servants. Each government organization submits a human resource plan including the details of posts that need to be filled to PSC at the beginning of the fiscal year. Regarding the Job Groups J, K and L which university graduates (JDS targets) apply for, each ministry and agency reports to PSC and obtains approval to advertise vacant posts. Information on vacant posts is advertised on the PSC website and university notice boards and in the main newspapers (every Tuesday). Recruitment is determined by the results of fair and competitive examinations. Regarding the filling of vacant posts in Job Group P and higher (management posts), the personnel evaluation of candidates recommended by each ministry will be submitted to PSC, and an interview will be conducted by a selection committee formed by PSC.

**Table 10: Promotion System of Civil Servant in Kenya**

Position	Class	Grade	Required Condition for Promotion (Degree etc.)
Head of Public Service	Job Group V	1	Leadership Skill M.A degree will be required
Principal Secretary, Director General	Job Group U	2, 3	
Secretary, Director	Job Group T,S	4, 5	
Deputy Director	Job Group R, Q	6	Management Skill, Pass the Technical Examination. M.A degree will be required
Assistant Director	Job Group P	7	
Principal Officer	Job Group N, M	8	Pass the Ability Examination
Senior Officer	Job Group L	9	Entry Level for Management Positions
Officer I	Job Group K	10	Bachelor degree or Higher (+ Training course for a few years)
Officer II	Job Group J	11	Bachelor degree (Entry level for university graduates)
Operational Staff, Staff	Job Group H - A	12-17	Diploma, High School Graduates

**Process for employing civil servants**

- PSC decides the necessary qualifications for employment and the work content depend on the vacancies in each ministry.
- Information on vacant posts is advertised on PSC website, university noticeboards and in the main newspapers (every Tuesday).
- Candidates fill in the required information on PSC website to apply.
- PSC's selection committee shortlists candidates based on their qualifications from the applications.
- Shortlisted candidates undergo the interview and selection process, and successful candidates are determined.
- The list of successful candidates is notified to each government organization.

### 3) Promotion and necessary degrees, staff transfer, human resource development system

PSC has established a policy “Human Resource Policies and Procedures Manual for the Public Service” including a policy regarding promotion of civil servants. In accordance with the policy, the posts below P are entrusted to each ministry or agency to carry out the examination for promotion, and each ministry carries out the examination. The conditions and qualifications required for promotion are determined by the policy, but they are also determined by the fields of each ministry and the level of post. According to PSC, the number of working years, work evaluation and degrees are considered for promotions, and therefore it is not the case that a person can leapfrog over a stage by acquiring a degree. Generally, two to three years’ experience in the same post is required for a promotion. It seems that the public service system of Kenya a seniority-based human resource management system. Kenya’s management classes, capabilities required for promotion and examinations are shown in Table 10. University graduates start their careers from Officer II (Job Group J, in other words, manager level).

A master’s degree is necessary for the position of Assistant Director (Group P) and above as an academic qualification. In addition, a promotion committee established by PSC implements a promotion examination for Group P and above. (For N and below, an examination is implemented within each ministry as described above.) According to a survey of each ministry, a doctoral degree is generally not essential for promotion, however, it was confirmed that it is required in some cases, depending on the government organization and position.

#### The promotional examination process (example: a case of Job Group K)

- After three years of service in a Job Group K position, perform an annual evaluation to confirm training needs and promotions.
- In the case of promotion, attend a training course at Kenya School of Government or in a specialized field. Depending on the field, there may be an examination.
- Take an interviewed by the promotion committee in the ministries.

Regarding the human resource development system, PSC formulates policy for the human resource development and training of civil servants, and each administrative organization implements training within their organization in accordance with the policy. The fields of training recommended by PSC include training for young civil servants, training in connection with the Big Four, leadership training and management training.

PSC is also responsible for compiling training data on civil servants and according to these annual reports<sup>25</sup> between 2014 and 2015, there were 3,546 participants in training programs. Of these, 25.5% were participating in long-term training such as doctoral programs (20 people), master’s programs (435 people), and degree programs (139 people).

In addition, the Kenya School of Government which is a government training institution under the umbrella of PSC, provide training for civil servants. The Kenya School of Government provides training in leadership development, management, public service ethic, and other areas. Each ministry and agency has the employees it plans to promote undertake courses at this school.

<sup>25</sup> Annual Report For The Financial Year 2014/2015, December 2015, Public Service Commission

While the human resource development and training for civil servants is implemented by each organization itself, SDPS in the Ministry of Public Service is responsible for monitoring and evaluating the overall Kenyan government human resource development and training. In the case of long-term training of six months or longer including overseas training, the trainees are required to conclude a Training Bond (training contract) with their employer with the approval of the Kenyan government (SDPS<sup>26</sup>). This contract sets forth the working conditions (minimum period of service after reinstatement etc.) of the civil servant after training. Depending on the employment conditions at their work place, they may also receive their salary during the training. The Training Bond is a legal document guaranteed by the Kenyan government's Commissioner for Oaths. As it takes one to two months to complete the internal government procedures to conclude the Training Bond, it is necessary to allow time when starting the procedures.

The long-term training contract content and conditions are set forth in the Public Service Training Bond Guidelines. According to these guidelines, the minimum period of service after reinstatement is determined by the length of the training period (six months to less than a year: one years' service required, one to less than two years: two years' service, two to less than three years: three years' service, three years and longer: depends on the length of absence, however, up to five years' service). In addition, if a civil servant quits work prior to serving the minimum period of service after reinstatement, they must pay back to the government the training cost in proportion to the period not served.

SDPS also acts as the government's contact point for donor training and scholarship programs. A person responsible for each donor is appointed in the SDPS and they conduct the day to day management of these programs.

#### Public Service System in Mombasa County

Under Kenyan law, Mombasa Country implements the recruitment and promotion of county employees (local government civil servants) itself.

The county's Public Service Board is responsible for recruitment and promotions. The Public Service Board is an independent organization rather than a department of the country government, however, the employees of the organization are local government public servants who belong to the county.

Three years' service is a requirement for promotion. Chief Officer of the Department of Human Resource (equivalent to a Principal Secretary in the central government) who had an interview has served the county for 33 years (since the county's predecessor organization), and acquired a bachelor's degree, master's degree and doctor's degree while working for the county. Furthermore, after gaining a master's degree, he became Chief Officer in 2013. He mentioned that his master's degree and doctoral degree were significant factors in his promotion to the position.

#### **(4) Gender considerations**

Kenya ratified the Convention on Elimination of Discrimination against Women (CEDAW) in 1984. Regarding the general gender gap in Kenya, Kenya ranked 76 out of 149 countries in the 2018 Global Gender Gap Report, and the Kenyan government is working to further accelerate gender mainstreaming. .

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<sup>26</sup> According to SDPS, each government organization has an SDPS desk in the HR department, which is responsible for approvals within each organization.

As part of the national machinery in relation to gender, the National Gender and Equality Commission was established in August 2011 under the National Gender and Equality Commission Act. The commission acts in accordance with the policies set forth not only under Kenyan law but also international treaties such as CEDAW and sustainable development goals (SDGs), acting as a government commission responsible for protecting the rights of women and children. In addition, the Kenyan government’s National Cohesion and Integration Commission is an organization for monitoring equality among citizens. Moreover, the Ministry of Public Service also plays a role in promoting gender mainstreaming in local communities.

The Kenyan government has prioritized the comprehensive and equal participation of women in society as a national development issue in its “Vision 2030”, and the government as a whole is promoting gender mainstreaming.

Kenya’s public service system prohibits either gender from occupying two-thirds or more of positions in a government organization. PSC is obliged to prepare a quarterly report with each ministry on matters including gender equality in the public service system and also to submit an annual report to the government and President.

According to public service data received from SDPS, female civil servants occupy 40% of positions. Furthermore, gender mainstreaming is also reflected in the human resource development policy and consideration is given to equal participation in training.

#### 1.4. Trends of the Japan’s ODA to Kenya

##### 1.4.1. Trends of the Japan’s ODA

Japan’s economic cooperation with Kenya is third among DAC (2017) and Japan is an important donor for Kenya. Japan implements a variety of ODA projects including grants, and the total accumulated amount has reached 3,183.52 million dollars as of FY2017. The breakdown of accumulated total aid to Kenya as of the end of 2017 is as follows; loans 888.65 million dollars, grants 1,196.18 million dollars and technical cooperation 1,098.70 million dollars.

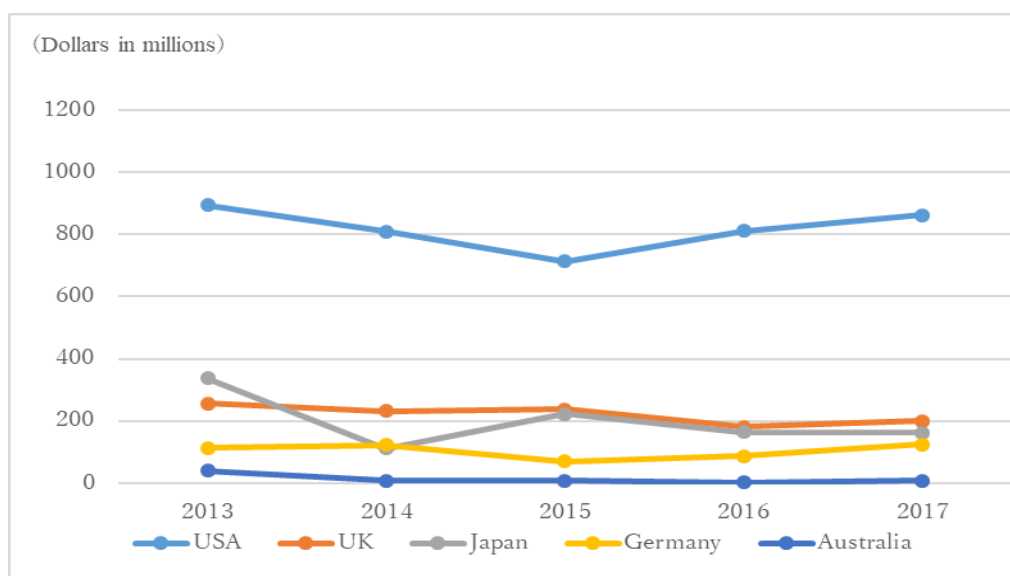


Figure 4: Disbursement by Major Donors to Kenya<sup>27</sup> (Based on Total Disbursement)

<sup>27</sup> Assembled information on OECD Query Wizard for International Development Statistics (QWIDS - Query Wizard for International Development Statistics) (Reference as of March 19, 2020)

Japan’s fundamental ODA policy for Kenya sets a broad target of “promote sustainable economic and social development”. Kenya aims to become a middle-income country by 2030 in accordance with its “Vision 2030” long-term development strategy. Japan is focusing on providing support based on Kenya’s “Vision 2030” and “Big Four”. The priority aid fields (medium targets) comprise five fields and 13 development issues (smaller targets). (Refer to Table 11.)

**Table 11: Country Development Cooperation Policy for Kenya**

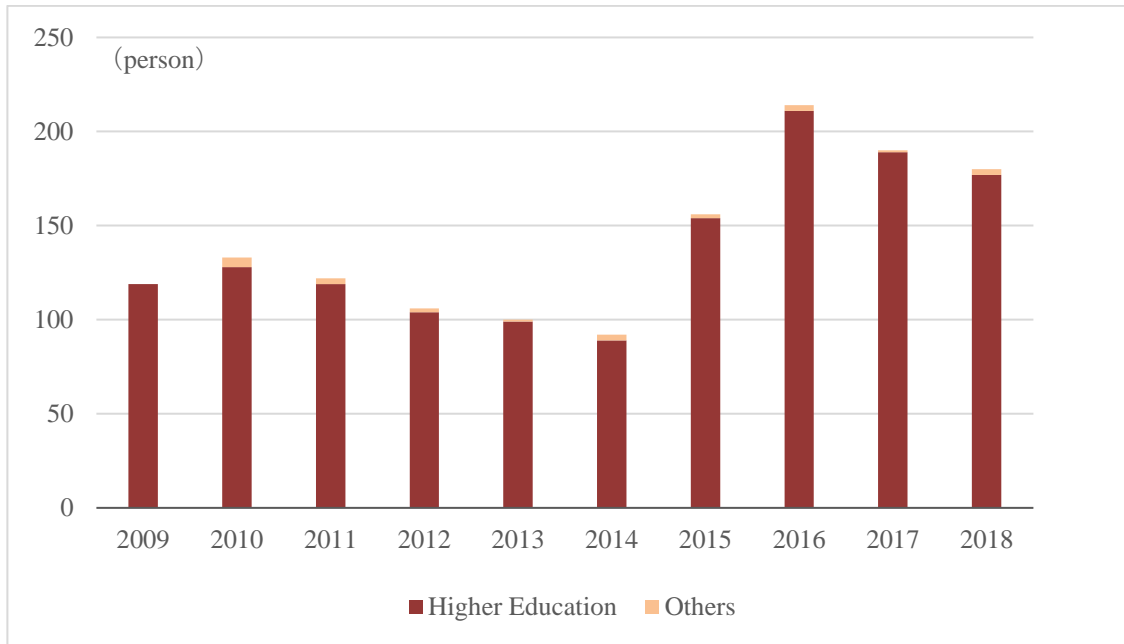
Basic Assistance Policy	Priority Area	Development Issue
Promote Sustainable Economic and Social Development	Development of Economic Infrastructure	Development of Transport Infrastructure Development of Electricity Development of Private Sector
	Development of Agricultural	Agricultural Development for Market Responsive
	Environmental Conservation	Water Resource Conservation Countermeasure on Climate Change Improvement for Environmental Management
	Human Resource Development	Enhancement of Basic Education Expansion of Higher Education
	Health Care	Improvement of AIDS and Infectious Disease Issues Strengthening of Health System
	Others	South -South Cooperation Peace Building and Settlement

#### 1.4.2. Japanese Government’s Scholarship Programs

As of May 1, 2018, the total number of international students coming to Japan at government or private expense was 298,980<sup>28</sup>. Looking at the breakdown of international students by home region, 0.8% of the international students are from Africa. FY2018 records of international students by country show a total of 180 international students from Kenya. Among these, in particular the number of privately funded international students coming to Japan is increasing year by year, having doubled in a decade from 66 privately funded international students in 2009 to 133 in 2018.

<sup>28</sup> JASSO, “Result of an Annual Survey of International Students in Japan”, 2017





**Figure 5 Number of International Students in Japan from Kenya**

According to the Japanese government, programs for international students including those from Kenya are predominantly implemented by five institutions. As with JDS, programs targeting civil servants can be broadly divided into three divisions including the Ministry of Education, Sports, Science and Technology's system of scholarships for international students, scholarships provided by international agencies through donations from the Japanese government and JICA's long-term training program. Table 12 shows an outline of these.

**Table 12: Japanese Government's Scholarship Programs**

Organizations	Project	Purpose
Ministry of Education, Culture, Sports, Science and Technology (MEXT)	The Japanese Government (Monbukagakusho) Scholarship	To promote international cultural exchange between Japan and other countries and to promote mutual friendship, as well as to contribute to human resources development of foreign countries.
Japan Society for the Promotion of Science (JSPS)	JSPS Fellowship Programs for Overseas Researchers	To support the progress of research by individual foreign research fellows, as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.
	RONPAKU (Dissertation Doctoral) Program	To support outstanding researchers from Asian and African nations in obtaining doctoral from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries.
Ministry of Foreign Affairs (MOFA)	Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP)	To provide <u>middle managers</u> in developing countries with opportunities to study in Master's degree courses in development-related areas in Western countries, Japan, etc. The project has been administered with donations from the Japanese government for longer than 25 years. More than 5,000 people have received the scholarship so far and more than 200 million dollars has been spent by the Japanese government. The project is intended for personnel in both the government and the private sector.
	Japan Africa Dream Scholarship (JADS)	Targeting African Development Bank (AfDB) member countries with relevant expertise and experience and a history of engaging in development of their own country, this program assists students to acquire master's degrees in energy development and related fields. Scholarship recipients must return to their own countries and utilize the knowledge and skills gained to contribute to the sustainable development of their own countries.
JICA	Long Term Training Program	A technical cooperation program to accept outstanding young human resources from <u>counterparts to JICA projects</u> in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.
	Master's Degree and Internship Program of African Business Education Initiative for Youth (hereinafter referred to as ABE Initiative)	This program accepts excellent young people who will be responsible for industrial development in African countries as international students in the master's program, and also provides them with tours and internships at Japanese companies. Through the program, it is hoped that a network of contacts will be formed between Japan and Africa that will contribute to industrial development in Africa, and that Japanese companies will play an active role as pilots in promoting economic activities in Africa.

	SDGs Global Leader Program	Administrative officials from Asia, the Pacific, Latin America and Africa are studying at Japanese graduate schools for doctoral and master's degree programs. In order to solve the policy issues of the Sustainable Development Goals (SDGs) that countries are facing in the future, the program aims to become a top leader who is deeply involved in policy making, and to build and strengthen networks in various fields with Japanese stakeholders (government agencies, private companies, universities, NGOs, JICA, etc.), and as a result, to develop human resources who know Japan well and strengthen ties with Japan.
Japan Foundation	Japanese Studies Fellowship Program	In order to promote Japanese studies abroad, this program provides support to outstanding foreign scholars, researchers, and doctoral candidates in Japanese Studies by providing them with the opportunity to conduct research in Japan. Natural sciences, medicine, or engineering fields are not applicable. Maximum 14 months.

### (1) The Japanese Government (Monbukagakusho: MEXT) Scholarship

Japanese-government-sponsored scholarship programs for international students including Kenya started in 1954. Research Student are scholarship programs of graduate school same as JDS. During the 10-year period from 2009 to 2018, 103 students in master's programs and 217 students in doctoral programs in total were accepted.

According to the Embassy of Japan in Kenya, almost all The Japanese Government (Monbukagakusho) Scholarship students from Kenya are private citizens, with very few civil servants. Under the research student program for master's and doctoral students, 5 to 6 students from Kenya come to Japan every year on the recommendation of the Embassy. Their research fields are mainly in the sciences (engineering, electronics, physics, etc.).

**Table 13: Overview of Research Student in MEXT Scholarship Program**

Program	Research Student
Purpose	To Promote the international cultural exchange between Japan and other countries, promote friendship and goodwill, while contributing to the development of human resources in other countries. Students start as research students for 1-2 years. The duration of scholarship will be extended if the students pass entrance examination of graduate schools to be regular students. Half year will be allocated for preparatory education if students' Japanese proficiency is not enough.
Year Started	1954
Fields of Study	All fields which Japanese graduate schools offer
Language	Japanese or English
Number of Places	Not fixed
Main Qualifications and Requirements	Age: under 35 Work Experience: no special experience is required. (Undergraduate students can apply.)
Selection of Candidates	Recommendation by Japanese embassies and missions abroad, recommendation by universities

## (2) Study Abroad Scheme under ODA

Among the international student schemes under ODA, JICA has brought long-term trainees to Japan as part of technical cooperation, and currently, JICA is implementing the ABE Initiative which focuses on the development of personnel who can be “navigators” for business in their countries and the SDGs Global Leadership Program which focuses on fostering researchers. Under the ABE Initiative which started in 2014, as of 2018 a total of 150 participants (up to the 5<sup>th</sup> batch of students) have come to Japan. As well as studying a variety of fields in the areas, including business, economics, health and agriculture, they have internships at Japanese companies. In Kenya, the program has been targeting civil servants and civilians since its inception, but from students of 7<sup>th</sup> batch coming to Japan in 2020 onwards, the main target audience will be civilians.

**Table 14 ABE Initiative**

Purpose	This program accepts excellent young people who will be responsible for industrial development in African countries as international students in the master's program, and also provides them with tours and internships at Japanese companies. Through the program, it is hoped that a network of contacts will be formed between Japan and Africa that will contribute to industrial development in Africa, and that Japanese companies will play an active role as pilots in promoting economic activities in Africa.
Program	Master's Program
Field of Study	All academic fields, including engineering, agriculture, economics and business administration
Language	English
Target	Civil servants and civilians from all 54 African countries
Main Qualifications and Requirements	Age: Under 40
Selection of Candidates	Applicant screening, Interview etc.

In Kenya, the main target is university researchers in the SDGs Global Leaders course.

**Table15 SDGs Global Leaders Course**

Purpose	Administrative officials from Asia, the Pacific, Latin America and Africa are studying at Japanese graduate schools for doctoral and master's degree programs. In order to solve the policy issues of SDGs that countries are facing in the future, the program aims to become a top leader who is deeply involved in policy making, and to build and strengthen networks in various fields with Japanese stakeholders (government agencies, private companies, universities, NGOs, JICA, etc.), and as a result, to develop human resources who know Japan well and strengthen ties with Japan.
Program	Master's Program and Doctoral Program
Field of Study	Policy issues and development issues related to public administration and public policy, finance and finance, international relations, business, and international trade and investment (some countries have the potential for acceptance in other fields).
Language	English
Target	Civil Servants and Researchers etc.
Main Qualifications and Requirements	Age: Under 40
Selection of Candidates	Applicant screening, Interview etc.

Since the JDS, which is scheduled to be introduced in Kenya in FY 2020, targets civil servants, so this program will complement the other human resource development programs by leveraging the characteristics of each program to develop young Kenyan leaders.

**Table 16: Features of JICA’s Long-term Training Program (Study Abroad) in Kenya**

JICA Long-term Training Program	Target program	Target group
ABE Initiative program	Master’s course	Private citizens in Business/ economic area (from the seventh batch on)
SDGs Global Leadership Program	Master’s Course, Doctorate course	Employees of educational institutions and research Institutions(Researchers)
JDS (Master’s/Doctorate)	Master’s Course, Doctorate course	Public servants

### (3) Local Alumni Association Activities

There are five alumni associations active in Kenya for Kenyan students who have studied as international students in Japan, including Kenya Japan MEXT Alumni, Ship for World Youth, The Association for Overseas Technical Cooperation and Sustainable Partnerships Alumni (AOTS) , JICA Ex-Participants Alumni of Kenya (JEPAK) and KAKEHASHI Africa. The Kenya Japan Alumni Association (KEJAA) has been established as an umbrella organization.

#### (i) JEPAK

- Established in 1989, this association comprises former participants in JICA programs, and the former participants are working in a diverse range of sectors and regions in both the public and private sectors. It currently has about 5,000 members including people who completed short-term or long-term training programs as of October, 2019. The active members number about 100.
- It holds a general meeting every two years, electing a chairperson and directors by election. The board of directors has many senior members and the role of the chairperson is mainly to convene the meetings of the board of directors and plan activities, making arrangements with the Japanese Embassy and JICA.
- Each year in April the organization plans an annual activity budget for the association.. The annual budget is approximately 1.2 to 1.3 million KES, and the budget is funded by donations from JICA and by membership fees. The annual membership fee for ordinary members is 1,500 KES/year and the special member membership fee (permanent member) is 5,000 KES. Only the active members are paying membership fees, and as the activities of the association are decided depending on the budget, if the budget is small the activities are also small scale, and this is an issue.
- Main activities of JEPAK
  - ◇ Annual meeting, issuing newsletter
  - ◇ Convening of conferences (by sector such as health or agriculture). They plan to hold a Post TICAD VII conference in FY 2019.
  - ◇ Study tours (In August 2019 they toured the Olkaria power station and Naivasha town.)

(ii) Kenya Japan MEXT Alumni<sup>29</sup>

- Established in 2008. Comprising of Kenyans who studied in Japan as international students, it currently has 129 members registered. It convenes an annual general meeting at which they discuss and decide on alumni activities.
- Activities
  - ◇ Issues a newsletter to provide information on studying in Japan.
  - ◇ Events to introduce Japanese culture

(iii) KAKEHASHI Africa

- Network organized by ABE Initiative participants
- About 450 members engage the operation and activities.
- As a “pilot”, they provide information, study groups, networking, consulting services, and human resources to Japanese companies.
- In 2018, officially recognized as a non-profit organization (NPO) in Kenya.

A Message from Chairperson of East Africa, KAKEHASHI Africa

Mr. SATI Arthur

Graduated from Graduate School of Information Science and Technology, Osaka University

With a background in Technology, Japan was a great choice to further my knowledge. Japan technologies and research is way ahead of Kenya. To gain that experience was an opportunity I could not pass. It would also better my career in research and teaching at university.

I am currently teaching information technologies at a local university in Kenya. My Master’s program in Osaka University came in handy for that. Eventually, I would like to pursue PhD to improve my knowledge and research specialization.

During my stay in Japan, I also developed certain networks for business. As a founder member and Chairperson of KAKEHASHI Africa, my job literally requires that I promote good relations and business network between Japan and Africa.

The Public Service in Kenya is in dire need of high level training and expertise, particularly in policy design and implementation. Such human resource is under capacity and may hinder the realization of the President's Big 4 Agenda and Vision 2030. The JDS Scholarship program is a great opportunity, coming at the right time. I highly recommend it to all young public servants.

### 1.4.3 Japanese University Activities

Many universities in Japan host students from Kenya. As mentioned earlier, by 2018, the number of Kenyan students studying in Japan almost doubled in 10 years. Furthermore, Japanese universities have made more efforts to attract students from Kenya and to promote inter-university exchange programs.

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<sup>29</sup> Study in Japan HP: <https://www.studyinJapan.go.jp/ja/network/list/africa/> (Reference on March 26, 2020)

For example, the Study in Japan Fair was organized by Hokkaido University in the Kenyan capital of Nairobi in September 2019 as part of “the Study in Japan Global Network Project (Sub-Saharan Africa)”<sup>30</sup> of the Ministry of Education, Culture, Sports, Science and Technology. A total of nine universities, including Hokkaido University, and one organization from Japan participated in this event. They are Akita University, Ehime University, Okayama University, Obihiro University of Agriculture and Veterinary Medicine, Kyoto University, Toyo University, Nagasaki University, Yamanashi Gakuin University, and Ashinaga. An academic exchange and workshop was also held in conjunction with the Study in Japan Fair, the purpose of which was to promote study opportunities in Japan, to foster international exchange programs between universities in Japan and Kenya, and to facilitate future collaborative research projects and student exchange programs.

Hokkaido University is in the process of setting up an office in Nairobi, which will become a satellite office of its Africa Office in Lusaka. Through the satellite office, the university plans to enhance its student exchange programs between Japan and Kenya.

In 2005, Nagasaki University opened a research facility in Kenya, where its faculty members are stationed full time. The university has since engaged in research projects in tropical regions on the advanced level and has offered teaching and human resources development for the Master's Program in Tropical Medicine and the Master's Program in International Health Development.

Kenya has benefited from inter-university exchange programs. Jomo Kenyatta University of Agriculture and Technology is an example of this good practice. The university has been given long-term support by a group of over 50 Japanese universities lead by Kyoto University and Okayama University.

#### **1.4.4. Situation of Private Cooperation and Exchange<sup>31</sup>**

The trade volume of 2018 between Japan and Kenya was 7.69 billion yen of export to Japan and 99 billion yen of import from Japan, obviously in significant excess of export from Japan to Kenya. While major items of import from Kenya were cut flowers, tea, and coffee, those of export from Japan were transportation equipment, steel, and general machinery. The direct investment from Japan amounted to 0.3 billion yen in 2016.

Currently 54 Japanese companies are active in Kenya; many Japanese companies including general trading companies, such as Mitsubishi Corporation, and marine transportation and logistics services, such as Nippon Yusen Kabushiki Kaisha have established business bases in Nairobi, the capital of the country. In the “2017 Survey on Business Conditions of Japanese Affiliated Companies in Africa” conducted by JETRO, Kenya was positioned as the top country of interest due to its expanding market and growth potential. Since FY 2017, manufacturers and logistic companies are increasingly establishing branches and sales offices in Kenya.

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<sup>30</sup> Since 2014, Hokkaido University has been commissioned by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) to implement the "Study Abroad Coordinator Deployment Project (Sub-Saharan Africa)" based in the Lusaka office in Africa. In order to contribute to the development of professional human resources in sub-Saharan Africa and to expand and diversify the educational and research base of Japanese universities, they are engaged in activities such as planning and implementing study abroad fairs. Hokkaido University Website: <https://www.hokudai.ac.jp/international3/internationalization/overseaoffices/lusaka>, Reference on April 15, 2020

<sup>31</sup> MOFA Website: <https://www.hokudai.ac.jp/international3/internationalization/overseaoffices/lusaka/> (Reference on April 15, 2020)

JETRO has been active in connecting Japanese and local companies: holding business forums and the like by inviting stakeholders from the Kenyan Government and companies, and Japanese companies performing businesses in Kenya. Building on the results of TICAD VI and TICAD7, the Senior Vice-Minister for Land, Infrastructure and Transport Mr. Minorikawa visited the country in January 2020 to promote the export of high quality infrastructure among top-level officials in the Kenyan Government aiming to enhance the understanding on “high quality infrastructure investment,” the concept advocated by the Government of Japan, to exchange opinions towards project development, and to support Japanese infrastructure-related companies in entering Kenya.

Many of ABE Initiative participants from Kenya are active in Japanese companies or JICA projects performing the role as a bridge between Japanese companies and their home country. For example, Mr. MAITAI Christopher Mutuma (Graduate School of Engineering, University of Miyazaki), came to Japan in 2014, has founded Aviva Technologies Limited. jointly with his peers as well as has been collaborating with more than 10 Japanese companies by utilizing his network built through the participation in the ABE Initiative.

### **1.5. Trend of Other Donor’s Scholarship Programs**

According to DAC’s data on total expenditure (2018) on donor’s aid to Kenya, the top five donors were the U.S., U.K, Japan, Germany and France in that order. The common target fields for aid were energy, economy and ensuring peace and security.

Among bilateral donor countries, China is the top country in terms of the amount of loan provided to Kenya. China is implementing various large-scale infrastructure projects as a part of the One Belt One Road Initiative, and Kenya’s loan amount from China is likely to keep increasing. Japan is the second, France the third, and Germany the fourth<sup>32</sup>.

Regarding scholarship programs, many donor countries are offering scholarship programs in Kenya. Countries offering study abroad programs with the same goal as JDS, which is to develop civil servants, include Korea which offers the Korea International Cooperation Agency (KOICA) scholarship program and the U.K.’s Commonwealth Scholarships

There are other scholarship programs for excellent international students targeting not just civil servants but also private citizens, including the Indian government’s scholarship, Chinese government’s scholarship, and the U.K. government’s Chevening Scholarships. Although these three scholarships are advertised publicly, some civil servants also use these scholarships to study abroad. Therefore, not only above mentioned scholarships but also these three scholarship programs are potential competitors for the JDS. The Chevening Scholarship, in particular, receives 2,000 applications each year and is very popular due to its historical background in Kenya and the UK. Therefore, it is necessary to pay attention to the timing of recruitment and the method of recruitment and selection.

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<sup>32</sup> MOFA Website: <https://www.mofa.go.jp/mofaj/area/kenya/> , (Reference on March 26, 2020)



**Table 17: Scholarships for Kenyan Students to Study Abroad Offered by Other Donors (Focus on Civil Servants)**

Program	Target	Degree	Field	No. of people
U.K.'s Commonwealth Scholarship	Public servants/University lecturers	Master's, doctorate	Any	Approx. 37 people/year
Chinese government scholarships	Public servants	Undergraduate, master's, doctorate	Social sciences, natural sciences, etc.	Approx. 30 people/year
KOICA Scholarship Program	Public servants	Master's	Wide-ranging fields focusing on public policy	Approx. 12 people/year

**Table 18: Scholarships for Kenyan Students to Study Abroad Offered by Major Other Donors (Open Competition)**

Program	Target	Degree	Field	No. of people
Indian government scholarships	Open	Undergraduate, master's, doctorate	Wide-ranging fields	Approx. 52 people/year
U.K.'s Chevening Scholarship	Open	Master's	Politics, international relations, economics, etc.	Approx. 32 people/year

#### **i) Commonwealth Scholarship**

The Commonwealth Scholarship was established in 1959, and provides one-year master's programs and three-year doctoral programs for Kenyan public servants. The themes include science, technology, healthcare, peace building and strengthening resilience, etc. Requirements for qualification are that applicants for master's programs are up to 35 years old, and applicants for doctoral programs are up to 45 years old. For doctorates, preference is given to applicants who are lecturers at public universities. This is full scholarship program.

The method of application involves downloading dedicated application forms from the website of Kenya's Ministry of Education and filling them in, as well as preparing and submitting application documents on the Commonwealth Scholarship website. In addition, these application documents and other required documents (Diploma, birth certificate, etc.) must all be sent to the Ministry of Education.

Thirty-three applicants were selected in 2015, including 14 women and 19 men who were dispatched to undertake masters and doctoral programs. There is an active alumni association called the Commonwealth Scholarship Alumni.

## **ii) Chinese Government and Government-related Scholarships**

Recently, as part of China's Belt and Road Initiative (BRI), Chinese government aid to Kenya has been increasing, and the number of Kenyans studying abroad in China on Chinese government scholarship programs has been increasing. Among the scholarship programs offered by China, some of the courses are taken in Chinese, and in this case, participants study the Chinese language for one year before proceeding on to university. If a participant studies Chinese for one year before entering university, they will be away from their workplace for an extended period, and therefore, for civil servants the language may represent a hurdle to studying in China.

Scholarship programs targeting public servants do not specify particular fields, however, participants must be up to 25 years old for undergraduate degrees, up to 35 years old for master's degrees and up to 40 years old for doctorates. This is full scholarship program. For the information on how to apply, applicants apply via a website and the Chinese Embassy in Kenya selects the successful applicants. According to the information of Ministry of Education's website, this program admits about 30 international students per year.

## **iii) KOICA Scholarships**

KOICA's scholarship program does not set particular conditions for Kenya regarding the field of study or number of recipients. KOICA's head office decides all application requirements and the requirements are virtually the same for all target countries. They do not offer scholarships for doctoral programs. People from the target countries specified by KOICA can apply for the scholarship, and the number of recipients varies each year. There were 12 successful applicants in 2019, 13 successful applicants in 2018 and 5 successful applicants in 2017. However, the program is only targeted at civil servants, and Kenya has many applicants in the field of public policy. This program is full scholarship,

The average age of public servants in Kenya is high and the number of civil servants under the age of 40 is low as Kenya has not employed young civil servants for many years. As the current age limit for the KOICA scholarship is 45 years old, they are considering lowering it to 40 years old. If the target is local government (the counties were established not so long ago so many of their employees are young) it is possible that there will still be many candidates even if the age limit is lowered to 40 years old.

The SDPS seeks candidates, however, as the number is insufficient, KOICA's office also organizes information seminars itself to seek candidates.

They have introduced a policy of gender consideration, and are endeavoring to ensure that 40% or more of the participants are women. Also, in the training for participants prior to departure, they conduct a gender training session specifically designed for Kenya. If participants experience a problem, they consult with their workplace to seek a resolution.

After returning home, alumni association meetings are held once a year. Seminars in which both short-term and long-term program participants can exchange opinions are held, and the alumni association is entrusted with a budget of around 2,000 to 3,000 US dollars to organize events. Information is exchanged on the website for the short-term and long-term participants' alumni association and on SNS (Facebook).

## **iv) Indian Government Scholarship**

The Indian government does not offer scholarships specifically for Kenya. Three training programs, ITEC (Indian Technical Economy Cooperation), ICCR (The Indian Council for Cultural Relations) and IAFS (India-Africa Forum Summit) is being conducted for all supporting countries of the Government of India.

Among the training programs, the qualifications for undergraduate, master's and doctoral programs for Kenyans are that the applicants for undergraduate programs must be up to 25 years old, applicants for master's degree programs must be up to 35 years old and applicants for doctoral programs must be up to 45 years old. No specific fields are set. This is full scholarship program. For all training including long-term training such as master's degrees, the framework is one in which an applicant applies by accessing a portal site exclusively for each training program, and the selection is carried out by India. The embassy sends information to the Ministry of Foreign Affairs in Kenya and merely promotes the applications from relevant ministries and agencies. No specific consideration is given to gender.

In addition, no specific conditions are imposed on participants including long-term participants after they have finished their program. For civil servants, their work place sets conditions to be fulfilled after returning home.

#### **v) Chevening Scholarship**

The Chevening Scholarship, established in 1983, is a one-year master's degree program starting from September or October. The range of fields include politics, international relations and economics, and there is no particular restriction on fields. There are also no particular requirements for qualification. This is full scholarship program.

Approximately 490 participants have been dispatched from Kenya to graduate schools in the U.K. so far, including 32 in 2019. Graduates include Minister of Kenya's Ministry of Sports, Culture and Heritage, as well as judges and other professionals.

It takes approximately eight months to make the selection, and about 2,000 people apply each year. After the deadline for applications in August to November, there are three selection processes before a short-list is finalized and the approximately 100 shortlisted applicants are interviewed at the embassy. The scholarships are advertised using a wide variety of means including via websites and social media (Twitter, Facebook), visits to counties outside Nairobi and Mombasa, via radio, and through word-of-mouth from program graduates.

Gender balance and regional balance are given some consideration in the selection of participants, however, no particular ratios are decided.

After returning to Kenya, the participants are followed up via telephone, email, and social media (WhatsApp) and other methods, however, as people change contact details and workplaces, it is difficult to maintain and manage networks.

The alumni association has about 100 returned participants registered, and they participate in alumni association events, networking and embassy events. It is left to the participants to select the Chairperson of the alumni association and organize events. These are voluntary activities. They plan about one event a year, however, as it relies on volunteers, independent activities are difficult.

### **1.6. Needs for Human Resource Development in Target Organizations**

Questionnaire surveys and interviews were conducted with major ministries and agencies that are considered to be JDS target organizations, in order to validate the situation of Target organizations such as the necessity of human resource development in priority area/development issue and the number of potential JDS candidates.

#### **(1) Questionnaire survey Overview**

A questionnaire survey was carried out with expected target organizations from October 2019 to March 2020. The questionnaire form was prepared in English.

- Questionnaire forms sent out: October 2019

- Deadline: October, 2019
- Targets: 35 organizations which were recommended by JICA.
- Response rate: approximately 86% (30 out of 35 organizations responded)

## **(2) Interviews Overview**

Based on the results of the questionnaire and the analysis of existing materials in Japan, the field surveys were conducted in Kenya from October 2019 till March 2020, visiting 30 major organizations to interview people regarding the needs of personnel training and development issues. In addition, the survey team requested the organizations for cooperation for the coming project. The survey team had interviews not only with the persons in charge of human resource at the target organizations but also with the representatives of JICA office in charge of each sector related to the JDS component. Through the interviews, the survey team acquired their possibilities of cooperation with JDS and requests toward JDS based on these JICA projects.

## **(3) Findings of Both Surveys**

### **i) Development Issues and Human Resource Development Needs**

The questionnaire survey and interviews to the target institutions revealed that they shared human resource development need. Specifically, there was need for improvements of the administrative management, policy formulation, and project management skills and professional skills for each sector.

The Ministry of Devolution and Arid and Semi-Arid Lands (hereinafter referred to as “ASALS”) indicated the need for the development of resilience, knowledge of livelihood support, knowledge and technologies of peace building, and governance in light of the necessity of livelihood enhancement and community integration in the arid region known as ASALS.

The Ministry of Industry, Trade and Cooperatives expressed, in addition to the common human resource development need mentioned above, the need for human resource development for technology innovation, research & development, textiles, patents, trademarks and registrations, and SME management and the need of management-level officers for study abroad for PhD degree to achieve the economic pillar of Vision 2030 by creating the competitive manufacturing sector.

The Office of Attorney General raised the need for human resource development for addressing emerging issues concerning domestic and international laws and policies (commercial, trade, financial transaction, international, international trade and investment, marine, and oil and gas laws, public policies, establishment of laws, etc.)

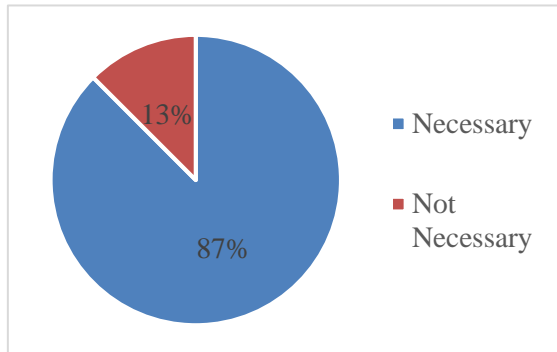
The Ministry of Energy expressed the need for human resource development for smart grid power system management, electricity system planning, geographic space, and technical and financial modelling of projects.

Table 19 is the summary of human resource development need of the target institutions revealed by the questionnaire survey.

**Table 19: Priority Areas and Development Issues in Main Target Organizations**

Organization	Top 3 Prioritized Needs of Human Resource Development		
	1st	2nd	3rd
Public Service Commission	Performance Management and Improvement	Human Resource Management and Development	ICT and Innovation
The National Treasury and Planning	Training of HR staff on financial and audit management in relation to HR Administration	Training of HR practitioners on legal and investigative skills in HR Management	Debt Risk and Liability Management Frameworks including Cash Management
Ministry of Industry, trade and Co-operatives- State Department of Industrialization	Project Monitoring and Evaluation	Negotiations Skills	Policy Formulation and Project Implementation Course
Ministry of Industry Trade and Co-operatives- State Department of Trade	To gain and polish employees' abilities that are required to execute different roles related to their job responsibilities in order perform well for growth of organization	Improving the systems and service delivery by developing employees' inner potential	Helps the change and becoming more dynamic in response to work environments
Ministry of Agriculture, Livestock, Fisheries and Irrigation - State Department of Livestock	Technical Capacity Building	Enhancing skills and knowledge through training (Masters and PhD Programme relevant to livestock sector)	
Ministry of Devolution and the ASALS- State Department of Development of ASALS	Knowledge and skills in resilience building/livelihood support	Knowledge and skills in peace building	Governance issues
Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works- State Department of Transport	Reduction of long-term storage cost	Financial sourcing & management	E-Management of Human Resource.
Ministry of Energy	Smart grid-Power system Management	Power System Planning-geospatial	Technical and financial modelling of projects
Office of the Attorney General-HRM and Development Division	Training on Emerging Legal Issues (National and International) in Law and Policy		
National Lands Commission	Training of Staff on areas of Land Valuation, Research, & Land administration	Corporate Governance	Managing Human Capital and prudent Financial Management

## ii) Needs for Doctoral Programs



Among the 26 respondent organizations, 26 (87%) answered “yes” to the question asking about the necessity of study abroad for Doctoral degree, which indicates that almost all the institutions is recognizing the necessity of study abroad for Doctoral degree (Figure 6).

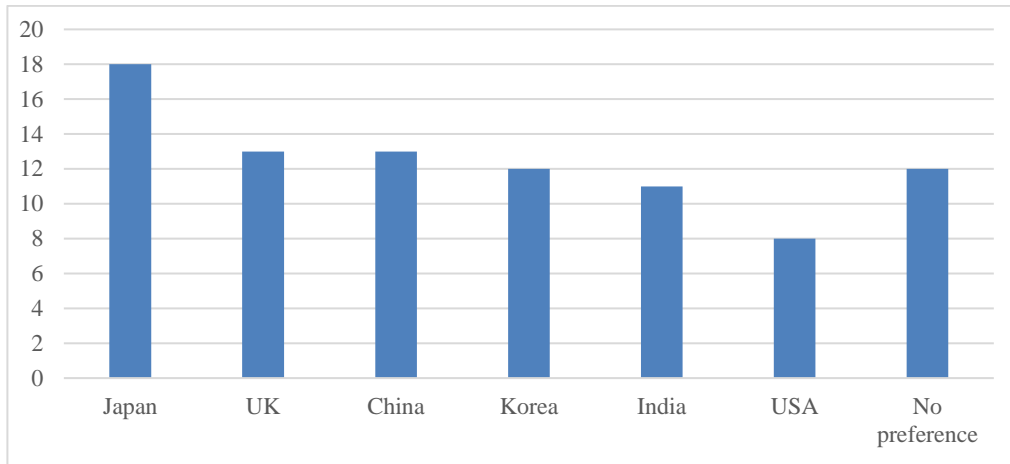
**Figure 6: Necessity of Doctoral Program**

The Ministry of Energy, among them, answered that officers excel in geothermal power generation and green energy research and geospatial analysis were necessary as the Ministry was now focusing on the strengthening of these sectors, thus study abroad for Doctoral degree was needed. PSC answered that learning in a Doctoral course would enable our staff to perform important missions of PSC, namely the development of HR management policy and guidelines for public servants, performance improvement, and implementation of public service provision programs, among others. The Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works answered that learning in a Doctoral course would contribute to research and analysis conducted in the Ministry as well as to effective monitoring of projects, building public and private partnerships, and formulation of policies for effective service provisions.

Many of the organizations showed strong interest and need for study abroad for Doctoral degree and a benefit for Doctoral Degree holders, a possibility to promote professional, managerial positions, in their response to the questionnaire survey. As a result of interviews held at the target organizations during the local survey, holding a Doctoral degree was found to be a requirement in promoting to director general of the Ministry of Transport, Infrastructure, Housing & Urban Development and other ministries. In addition, some research institutes and the like engaging in data analysis and preparation of technical reports under central ministries and agencies require Doctoral degree in promoting to the position of director general or above. On the other hand, holding Doctoral degree was turned out to be not a requirement but an element evaluated positively in assessing the promotion to higher positions in many ministries and agencies.

## iii) Major Destinations for Study Abroad

The target organizations selected Japan as the most preferred country to dispatch their officers, followed by the U.K. 2nd, China 3rd, Korea 4th, and India 5th, although a number of the organizations did not indicate their preferred country as they put priorities on available training and fields offered by donor countries.



**Figure 7: Major Destinations for Study Abroad for the Staff in Main Target Organizations**

**iv) Donor’s Scholarship Programs in the Target Organizations (Short and Long Terms)**

The questionnaire survey revealed that many organizations had been dispatching their officers under short- or long-term training offered by the Government of Japan, China, the U.K. and India. China has been not only accepting participants in multiple training programs but also providing scholarships for Master’s and Doctoral degree courses in agriculture, animal husbandry, and irrigation.

Among the target institutions, the Ministry of Agriculture, Livestock and Fisheries and Irrigation, and Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works, and Nairobi Country had been dispatching their officers to short- or long-term training provided by multiple donors.

**Table 20: Overseas Scholarship Programs by Donors to Whom Target Organization Staff Have Been Sent**

Organizaion	Overseas Scholarhip	Doner	Area
Min of Agriculture, Livestock, Fisheries and Irrigation	JICA/SATREPS	Japan	Technical Training on Sericulture
	JICA	Japan	Agriculture
	JICA/ABE Initiative	Japan	Applied Life and food science
	JICA/SDGs Glabal Leadership Programme	Japan	Masters Degree and Internship programe of African business Education Initiative
	JICA	Japan	Water Mgt
	ITTEC	India	ITEC/SCAAP
	KOICA	Korea	Agriculture and Non Technical Courses
	MOFCOM	China	Masters, Phd
	China Scholarship	China	Agriculture
China Scholarship (PhD)	China	Environment Science	
Min of Transport, Infrastructure, Housing, Urban Development and Public Works	JICA	Japan	Port management
	JICA	Japan	Rail Operations
	JICA	Japan	ABE Masters/PhD
	KOICA	Koreia	All Sectors
	ITECGOI	India	Masters/PhD
	World Bank	World Bank	Transport
	Indian Technical and Economic Cooperation/Special Commonwealth Assistance for Africa Programme (ITEC/SCAAP)	India	Technical
	Australian Awards African Scholarships	Australia	Technical
Min of Energy	Chevening Scholarships	UK	Technical
	JICA Master of Energy Engineering	Japan	Engineering
	JICA Master in Science –Renewable Energy	Japan	Renewable Energy
	Master in Energy Technology and Management Danida fellowship, PhD Programme on Strategic Management	Royal Thailand Government Denmark	Engineering Strategic Management
Min of Foreign Affairs	Chevening Scholarship	UK	International Relations
	Commonwealth Scholarship	UK	International Relations
	Irish Aid Fellowship	Ireland	International Relations
Min of Lands and Physical Planning	DAAD	Germany	Surveying, Hydrography
	JICA	Japan	Management
	Print Promotion	German	Printing
Min of Trade, Industry and Co-operatives	ITEC	India	All Sectors
	KOICA	Korea	All Sectors
	ITEC	India	All Sectors
	Chinese Economic and Commercial Centre	China	Manufacturing
Min of Transport, Infrastructure, Housing, Urban Development and Public Works	JICA	Japan	Port management
	JICA	Japan	Rail Operations
	JICA	Japan	ABE Masters/PhD
	KOICA	Koreia	All Sectors
	ITECGOI	India	Masters/PhD
	World Bank	World Bank	Transport
	ITEC/SCAAP	India	Technical
	Australian Awards African Scholarships	Australia	Technical
Nairobi County	Chevening Scholarships	UK	Technical
	Russian Government Grant	Russia	Oncology
	Baylor College of Medicine	Uganda	Pediatric Hematology & Oncology Fellowship
	Commonwealth Government Scholarship	UK	Water Sanitation and Health Engineering
	French Development Agency	France	Agroparistech sponsored Training
	Orange Knowledge Programme	Thailand	Urban Water Engineering
	Bill & Melinda Gates Foundation	Netherlands	Sanitation
	National Science Foundation Grant Award	USA	Doctorate Programme in Computer Science
Kenya Revenue Authority	University of Rwanda College of Health Sciences (WHO)	Rwanda	Health Supply Chain Management
	GRIPS	Japan	Economics & Customs
Min of Devolution and the ASALS	WCO	Germany	Customs
	China Scholarship	China	Leadership
Min of Interior and Co-ordination of National	UNAFEI	JAPAN	Prevention of Reoffending



### Experience of ABE Initiative Participants

Name of Participants: Mr. Benedict Mutunga Joseph

Organization: Regional Mechanical Engineer, Bungoma Region, Ministry of Transport & Infrastructure, Housing & Urban Development

Scholarship Program: ABE Initiative

**The reason to apply ABE Initiative:** I wanted to study in Japan and learn the advanced technology of Japan. There were other opportunities to study abroad (China), but I chose Japan.

**Examples of the use of study abroad experience:** I can't say all of them, but I use the knowledge I gained from my study abroad in my work. We also have many opportunities to work with Japanese companies, for example, to procure equipment from Komatsu, Isuzu, Toyota, etc. There is no significant difference in performance between Western and Japanese equipment, but Japanese equipment is highly regarded for its high quality of maintenance.

After study by ABE Initiative program, I was promoted from Deputy Regional Engineer to Regional Engineer and is responsible for the Bungoma region and Busia County. I am very grateful for the ABE initiative, as I was able to get promoted after studying for a master's degree in Japan.

**Advantages of Studying in Japan:** I studied at the Shibaura Institute of Technology, Graduate School of Science and Engineering. One of the major advantages of studying in Japan is that it is well-equipped with all kinds of facilities, including laboratories, so that you can actually gain experience in survey research (in Kenya, there are no laboratory facilities, so you can only read books). Our advisors have a wealth of experience and knowledge not only in Japan but also in the United States and other countries where they have studied abroad.

#### v) Gender Consideration

As mentioned above, the Kenyan Government recognizes the full, equal participation of female in society as an important agenda for national development in its "Vision 2030" and is promoting gender mainstreaming as a whole-government effort. The public servant system of Kenya prohibits either gender from occupying two-thirds or more of the total officers in a governmental organization. The questionnaire survey of target organizations revealed that the ratio of male was 66% and that of female 34%, which is consistent with the governmental policy and evidences that the policy has been accepted by each institution. Furthermore, the survey team met many females at the director general position during the local survey and confirmed that many females were active assuming the role of director general or higher position.

On the other hand, the ratio of female among public servants and university staff participated in the first to fifth batches of ABE Initiative participants is 24% (12 persons), smaller than that of female public servants mentioned above. Application to the ABE Initiative is open to anyone in 54 African countries. Applicants are assessed equally regardless of gender, with no preferential treatment of female applicants. Females represent 24% of civil servants and university faculty staff in Kenya and the proportion of females in the total number of non-government-sponsored students studying abroad is even lower at 21% (32 students out of 150) as a result.

The analysis of this data suggests that if, despite the fact that 30% to 40% of civil servants in the government are female, ABE Initiative applicants are invited and assessed without due consideration of alleviating a gender disparity in candidates and participants, the proportion of female candidates and participants will not necessarily correspond to the proportion of female civil servants. To deliver results in line with the Kenyan government's policy as well as to increase female candidates and participants for JDS, it is deemed necessary to make arrangements to avoid a gender imbalance in every process of JDS.

Among scholarship donors to Kenya, the KOICA has a clear gender balance policy in Kenya that specifies that 40% of its scholarship recipients must be female. The organization also provides gender training to participants before their departure to the host country to address the issue specific to Kenya. Donors' initiatives like this should be used for guidance purposes and more efforts should be made to better design JDS in discussion with Kenya.

## **2. Contents of JDS**

### **2.1. Overview of JDS**

As mentioned above, JDS is the project for acceptance of international students by grant aid and was launched in fiscal 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries.

When JDS started, the purpose was to build the international student’s individual capacity, however, it gradually switched into a new system starting from FY 2009, which has its purpose on administrative capacity building of those developing countries targeting at human resources who can be expected to formulate policies for solving each country’s development issues. Unlike the conventional international student program for supporting individuals, this system is characterized by focusing on developing human resources engaging in the priority areas (Sub-Programs) that are selected through discussions between target countries and Japanese related parties.

On the basis of the above mentioned aim and features of JDS into consideration, the Preparatory Survey team investigates human resource development needs corresponding to concerned Sub-Programs established based on the national development plan of the target country and the Country Development Cooperation Policy by Japanese government, and availability of potential candidates at identified Target organizations and others. Further, based on the result of said Survey, the Survey team formulates the scale of JDS set as four-batch package, and program plan of each Sub-Program (the Basic Plan for the Sub-Program).

#### **2.1.1. Project Design**

In the field survey conducted in October 2019, based on the national development plan of the target country and the Country Development Cooperation Policy for Kenya and based on the human resource development needs of the Kenyan government, as shown in Table 21, the new priority areas, development issues and the research themes for JDS in Kenya are prepared and decided. These priority areas and development issues were set with the aim of supporting the development of civil servants working on development issues in Kenya.

There are already a wide range of study abroad programs available in Kenya such as the ABE Initiative and the SDGs Global Leadership Program. Since JDS will be new to Kenya, development challenges specific to the country have been identified to ensure JDS will play a pivotal role in developing Kenya's future government officials while making the positioning of JDS clear. When doing so, it was agreed that the areas of health policy, environmental management, and climate change initiatives can be covered by other programs and that competence in public finance and administration is essential for civil servants. Therefore, the development challenges that have been identified are mainly in the areas of administration, finance, law, and urban and regional development. These are the areas where there are specific and increased needs for the Kenyan government to strengthen its human resources development.

#### **(1) Component and Research Theme**

During the field survey in October 2019 to March 2020, proposed framework by Japanese side was approved by the Kenyan government as a project that would contribute to the realization of Kenya's national development plans, “Vision 2030” and “the Big Four”.

The framework of JDS and the background to the setting of each development issue are as follows.

**Table 21: Framework of JDS Kenya (FY2021-2024)**

Sub-program (JDS Priority Areas)	Component (JDS Development Issues)	Expected Theme of Research / Possible Fields of Study
1 Improvement of Administrative Functions	1-1 Improvement of Administrative Capacity of Central and Local Governments	<ul style="list-style-type: none"> <li>Political Economy, Governance/ Public Administration</li> <li>Local Administration, Decentralization of Authority, Local Autonomy</li> <li>International Relations</li> <li>Health Policy</li> <li>Food Security</li> </ul>
	1-2 Capacity Building for Economic Planning/ Policy and Public Financial Management/ Public Investment Management	<ul style="list-style-type: none"> <li>Theoretical Economics (Macroeconomics, Microeconomics)</li> <li>Public Financial Management/ Public Investment</li> <li>Industrial Policy</li> <li>Monetary Policy</li> <li>Debt Management</li> <li>Health Finance</li> </ul>
	1-3 Capacity Building for Legal Development and Operation	<ul style="list-style-type: none"> <li>Administrative Law</li> <li>Business-related Laws</li> <li>International Relations Law (Related Business, Sea Laws)</li> </ul>
	1-4 Capacity Building for Urban and Regional Development Plans/ Policies	<ul style="list-style-type: none"> <li>Urban Planning</li> <li>Regional Development/ Local Development</li> <li>Urban Infrastructure Planning (Transport and Traffic, Water and Sewerage, Waste material etc.)</li> <li>Environmental Management, Climate Control</li> </ul>

**Component 1-1: Improvement of Administrative Capacity of Central and Local Governments**

The Kenyan government has been engaged in reform through socio-economic growth following the launch of its Vision 2030 long term development plan and promotion of the Big Four agenda encompassing key policy initiatives to be achieved by 2022. However, the administrative organs handling each development issue are operating in a silo structure, and in addition, generally speaking the administrative personnel implementing the plans have insufficient experience and expertise. Therefore, improvements in the administrative capabilities (including improvement in management capability within the government) through training of administrative personnel in a wide range of fields, as well as building of an administrative systems are required. In this context, this component will help the capacity building of young administrators who are expected to play an active role in Kenya's political leadership in the future.

### **Component 1-2: Capacity Building for Economic Planning/ Policy and Public Financial Management/ Public Investment Management**

The Kenyan government has been engaged in reform through socio-economic growth, vigorously promoting the establishment of economic and social infrastructure that is the foundation of growth. However, with the constant current account deficit and high level of public debt, strengthening of financial management capabilities is an issue, and this issue is also affecting the various projects implemented with the support of development partners. In view of this situation, this component will help build the capacity of young civil servants to formulate and effectively implement policies and institutions in the areas of economy, public finance and fiscal management.

### **Component 1-3: Capacity Building for Legal Development and Operation**

In the promotion of various policies including economic and social infrastructure initiatives, there are an increasing number of cases requiring greater expertise in legal affairs on the government side including expertise in the formulation and operation of laws, and other matters. In addition, given the increasing interest in doing business in Kenya in recent years, it is imperative that expertise in business-related legal affairs is also improved. In view of this situation, this component will help the improvement of the skills of young civil servants who are responsible for the formulation and implementation of administrative and international laws (business laws, ocean related laws, etc.).

### **Component 1-4: Capacity Building for Urban and Regional Development Plans/ Policies**

Due to rapid urbanization and urban population growth, Kenya is experiencing problems including an increase in demand for access to water supplies and sanitation services in cities, a worsening of public sanitation due to an increase in the amount of rubbish generated, health problems associated with environmental pollution, and severe traffic congestion due to lack of urban transport. In addition, 80% of the land is arid or semi-arid land (ASAL), and the preservation of environmental resources such as water resources and forests is a critical issue. Response to damage due to droughts which have become even more apparent in recent years due to the effects of global warming has become an urgent issue. Given these circumstances, this component will help the capacity building of young civil servants who are responsible for formulating policies and institutions and implementing effective initiatives in the field of urban planning and urban infrastructure planning.

#### **(2) Target Organizations**

In order to facilitate the development of key human resources who can contribute to resolving Kenya's development issues and realize the Kenyan government policies of the Kenya Vision 2030 and Big Four Agenda, Japan and Kenya agreed that JDS would target civil servants belonging to target institutions suggested by Japan and agreed to by Kenya in accordance with the four development issues proposed by JICA. Kenya proposed to include county government employees in the target while the survey team proposed that, at the first, the program target civil servants in the Nairobi and Mombasa governments as these governments have a close relationship with JICA, and that whether or not to include other county government employees in the target organization would be studied in the following year. Kenya agreed to this proposal. It was agreed to continue studying potential target institutions focusing on target institutions proposed by Japan and to make the decision at the first Operating Committee meeting scheduled for July 2020.

### (3) Accepting Universities

Prior to the Preparatory Survey, JICA presented assumed target areas and development issues of JDS in Kenya to universities that have accepted JDS fellows in the past as well as those who wish to newly accept the fellows and asked them to submit proposals on the countries/issues from which they wish to accept. As a result, 30 proposals in total were submitted from 19 universities or 24 graduate schools.

Based on evaluation procedure, JICA evaluated the contents of proposals submitted by the universities and items such as the past records of accepting international students including JDS fellows. In discussion the preparatory survey, Japanese side presented the government of Kenya a shortlist of Japanese universities and explained background information about the universities that received high evaluation on proposals by the Japanese side.

As a result, the both sides agreed on the acceptance universities and the slot of students to be accepted as shown in Table 22.

**Table 22: Accepting University (JDS Kenya: 2021-2024)**

Sub-Program	Component	Accepting University	Graduate School (GS)	Maximum Number of Slots
1 Improvement of Administrative Functions	1-1 Capacity of Central and Local Governments	Hiroshima University	GS of Humanities and Social Sciences	2
		National Graduate Institute for Policy Studies (GRIPS)	GS of Policy Studies	2
	1-2 Capacity Building for Economic Planning/ Policy and Public Financial Management/ Public Investment Management	International University of Japan (IUJ)	GS of International Relations (GSIR)	3
	1-3 Capacity Building for Legal Development and Operation	Kyushu University	GS of Law	2
	1-4 Capacity Building for Urban and Regional Development Plans/ Policies	Toyo University	GS of Global and Regional Studies	3

### (4) Consideration of Accepting JDS Fellows to Doctoral Program

At a meeting with Kenyan Operating Committee members, it was agreed to accept up to one person a year for a doctoral program. Details for qualification requirements and the method of selection will be discussed and agreed on at the first Operating Committee meeting in 2020.

In the local survey conducted between October 2019 and March 2020, in discussions with each ministry and agency we found that a master’s degree is essential for promotion to Job Group P (Assistant Director and above) for civil servants in Kenya, and there was also the opinion that a doctoral program is not absolutely necessary. However, many people also expressed the opinion that the addition of a doctoral program scholarship would be welcome considering the potential contribution to the organization by staff with specialist knowledge returning after completing a doctoral program. As mentioned previously, in the survey of target organizations, the percentage of organizations responding that it is necessary was 87%. Though in other JDS countries, it is found that the need for doctoral programs is high in ministries which are specialized in engineering or science, in Kenya the need for doctoral programs is also high in the ministries related to the economic field. The survey team heard many opinions during the interview at target organizations that many of them desired doctoral programs.

### 2.1.2. Implementation System of the JDS

#### (1) The Operating Committee Members

The Operating Committee consists of Kenyan members (SDPS in Ministry of Public Service and Gender, The National Treasury) and Japanese members (Embassy of Japan in Kenya and JICA Kenya Office), and it was agreed upon that the committee makes discussions and decisions on the JDS’s policy for its implementation and operation.

In Kenya, SDPS is responsible for the civil servants’ overall participation in training and is the government’s contact point for donors’ scholarship programs. In addition, Kenya noted that the National Treasury is a government contact point for the bilateral corporation, and therefore it is appropriate to have representatives of both organizations as members.

From the project launch in the FY2020, the Operating Committee will carry out the JDS Representative of SDPS was appointed as co-chairperson from Kenyan side and Representative of JICA Kenya Office was appointed as co-chairperson from Japanese side.

**Table 23: The Operating Committee Members**

	Role	Organization
Kenyan Side	Co-Chair	SDPS, Ministry of Public Service and Gender
	Committee Member	The National Treasury
Japanese Side	Committee Member	Embassy of Japan in Kenya
	Co-Chair	JICA Kenya Office

## (2) Role of Operating Committee

The survey team explained the roles and functions of the Operating Committee as outlined in the JDS Guidelines (see Table 24) to the new Operating Committee members.

Further cooperation is expected to the members for not only formulating a recruitment policy and selecting final candidates but also encouraging each ministry more proactively to provide highly capable candidates-which is one of the key points in the JDS.

**Table 24: Role of the Operating Committee**

Role	Details
Formulate the recruitment and selection plan	<ul style="list-style-type: none"> <li>• Determined in accordance with the basic principles of recruiting activities for each year (taking into account priority development areas, the main target organizations and promotional methodology), based on the Kenyan National Development Program and general aid principles in Japan</li> <li>• Selection principles for JDS in Kenya determined in accordance with the JDS Operating Guidelines</li> </ul>
Interview the candidates	<ul style="list-style-type: none"> <li>• At the third-round selection (comprehensive interview), the interviewer evaluates the potential candidate; the Operating Committee makes the final determination on candidates</li> </ul>
Select JDS fellows from the candidates	<ul style="list-style-type: none"> <li>• The final candidates chosen through the selection process are approved by the Operating Committee</li> </ul>
Promote effective utilization of JDS returned fellows and follow-up	<ul style="list-style-type: none"> <li>• JDS returned fellows are assisted to return to the same organization where they worked before study in Japan.</li> <li>• Follow-up including strategies for utilizing JDS returned fellows to promote the outcomes of the project</li> </ul>
Others	<ul style="list-style-type: none"> <li>• Principles to be determined when JDS returned fellows occur and necessary measures to be undertaken</li> <li>• Attendance at events such as send-off party and debriefing upon return, with suggestions provided with a view to encouraging statements to be made about the outcomes of JDS</li> <li>• In addition, respond to any necessary matters in relation to operation of the JDS scheme and make decisions as appropriate</li> </ul>

## (3) Roles of Operating Committee, JICA offices and agents

The SDPS, which will be responsible for implementing the JDS Program, has been given a briefing about its role and the roles of JICA offices and the program implementation agent in accordance with the JDS implementation guidelines. Following an annual Cabinet meeting to be held in May each year from 2020, an Exchange of Note (E/N) and a Grant Agreement (G/A) will be executed for the implementation of the JDS Program. Those involved in the JDS Program are expected to cooperate in the smooth launch and implementation of the JDS Program to welcome international students to Japan in the summer after the year the G/A is executed.



- ① **【Implementing agency】** Supervise the implementation of the project.
  - (1) Intra-governmental coordination on E/N and G/A conclusion together with the National Treasury, which is the governmental contact point for bilateral cooperation.
  - (2) After the G/A is concluded, the agent contract for JDS implementation is concluded with the agent, and the administrative procedures for the payment of expenses for the implementation of the project (including B/A and A/P) related to the contract.
  - (3) Appoint a representative to serve as co-chair of the Operating Committee.
  - (4) JDS's project implementation supervision and management.
- ② **【JICA Office】** Co-Chairs. In addition, JICA Office will sign the G/A as a representative of the Japanese government.
- ③ **【Agent】** Upon the recommendation of JICA, the agent concludes an agent contract with the government of the recipient country and performs the following services.
  - (1) Support for recruitment and selection procedures for JDS candidates
  - (2) Provision of information on study abroad to JDS fellows and the procedures necessary for them to enter and come to Japan
  - (3) Management of funds such as school fees and scholarships
  - (4) Support for preparation for visit to Japan and orientation for visit to Japan
  - (5) Monitoring of JDS fellows during their stay in Japan (academic and living aspects)
  - (6) Implementation of return programs (return support, evaluation meetings, post-repatriation debriefing)
  - (7) Other business necessary to implement the project.

### **2.1.3. Basic Plan for Sub-Programs (Master's Program)**

Under the framework agreed upon during the field survey in October 2019, in master's program, and it was settled that the basic plans will be determined in the first meeting of the Operating Committee at the commencement of the JDS.

Each basic proposal outlines the objectives and evaluation indicators and also describes the role of JDS in the context of development policy in Kenya in each of the JDS priority area. In addition, it sets out the principles of aid provided by Japan, provides a summary of the history of aid provided by Japan, and describes the initiatives undertaken by the accepting Japanese universities. The JDS fellows for four terms will be formulated as a single package or phase. The JDS fellows are sent under the same sub-program/component, nominated government body and accepting university for six years, in accordance with the basic proposal. This approach is designed to boost the policy-making and administrative competencies of core personnel and in turn enhance the policy-making capacity of the nominated government body.

After hearing from SDPS on application requirements, it was mentioned that the age limit for master's programs applicants be not above 40.

Eligibility for application for the details will be discussed at the first meeting of the Operating Committee in FY2020.

**Table 25: Qualifications and Requirements of the JDS in Kenya**

Qualifications and Requirements	
Nationality	Be a Kenyan citizen
Age	Under 40 years old as of 1 <sup>st</sup> April of the admission year
Academic Background	Have completed the undergraduate level (bachelor degree) of education (bachelor degree)
Qualifications of applicants	Will be determined at the 1st Operating Committee Meeting
Work Experience	Will be determined at the 1st Operating Committee Meeting
Language Proficiency	Have a good command of both written and spoken English at graduate level
Others	Have not acquired a master's degree after studying abroad on a scholarship awarded by other foreign assistances
	Not currently receiving or planning to receive another scholarship through other foreign assistances
	Accurately comprehend the purpose of the project and have clear intentions to contribute to the development of Kenya as well as the establishment of amicable relationship with Japan
	Those who belong to the military or other military-related organizations and/or who are enlisted in the military.
	Be of sound mind and body

#### **2.1.4. Considerations Regarding Acceptance into the Doctoral Program**

As a part of the preparatory survey, it was conducted to explore the possibility of supplementing the doctoral program. The following objectives and points about the basic policy were taken into consideration in conducting the survey:

##### **i) Objectives**

The objective of establishing the doctoral program in the JDS is to develop human resources who are capable of decision-making and policy judgments on development issues in the target countries with a broader perspective, based on highly advanced knowledge and research ability; these human resources will also be able to take the initiative in international discussions as a representative of their country, and to exercise influence domestically and internationally, based on a global perspective and the person-to-person networks they build.

An additional purpose is to develop good leaders with solid understanding on Japan in the target countries by establishing more developed relationship with Japan through consistent study in the Master's and doctoral programs.

##### **ii) Basic Policy**

JDS fellows enroll at the universities in autumn in the second year after the project is implemented.. The number of the fellows would be set apart from the slot for fellows in master's program. The slots of the doctoral programs are not necessarily fulfilled. These programs can be offered only to suitable applicants.

### **iii) Acceptance**

The support period is, in principle, three years<sup>33</sup>. The scholarship while staying in Japan is provided in accordance with the rules of the doctoral program of The Japanese Government (MEXT) Scholarship.

### **iv) Recruitment/Selection Method**

Applicants for the doctoral program are recruited and selected separately from those for the Master's program, and determined by the JDS Operating Committee. Applicants must obtain the approval from the accepting university together with the necessary documents including the guidance plan and letters of reference in advance, and submit a set of application documents accompanied by their research plan. In selection steps, capabilities to be a top leader of Kenya the future will be evaluated by the JDS Operating Committee. Also, accepting university's adequate involvement would be required as it is necessary to examine a research plan carefully. At the same time, a way to select appropriate candidates should be devised, including seeking advice from managerial posts such as representative of JICA office.

When the field survey was held in October 2019, the survey team explained to the government of Kenya that the introduction of the doctoral program would be taken into account, considering needs of the target organizations and career building (promotion), and if that happens, the doctoral programs would be offered one slot per batch at most. Application requirements for doctoral programs would be further discussed at the first meeting of the Operating Committee, not at the Minutes of Discussion under the preparatory survey.

After the hearing from SDPS on application requirements during the field survey in March 2020, it was mentioned that the age limit for doctor's programs applicants be below 45.

Eligibility for application for the details will be discussed at the first meeting of the Operating Committee in FY2020.

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<sup>33</sup> Doctoral course can be extended for up to six months, provided that they are deemed to have a high probability of obtaining a doctoral degree.

**Table 26: Qualifications and Requirements for Doctoral Programs of the JDS Kenya (Tentative)**

Qualifications and Requirements	
Age	Under 45 years old as of 1 <sup>st</sup> April of the admission year
Academic Background	Have completed the postgraduate level (master's degree) of education (in Japan)
Qualifications of applicants	Will be determined at the 1 <sup>st</sup> Operating Committee Meeting
Work Experience	<u>Have 3-5 years' work experience</u> at the time of application deadline
Language Proficiency	Above TOEFL iBT 61 (ITP 500) / IELTS 5.5
Others	Obtained recommendation letter from prospective supervisor
	Got permission by parent organization for study abroad
	Those who belong to the military or other military-related organizations and/or who are enlisted in the military.
	Be of sound mind and body

## 2.2. Obligations of Recipient Country

During the period of recruitment and selection of JDS fellows, SDPS takes a main role in planning, implementation, management and supervision of the JDS as chair of the Operating Committee. They ask each target organization for cooperation to disseminate the information about JDS and promote application.

While the JDS fellows study in Japan, the government of Kenya monitors them via the agent on a regular basis to report to JICA. They also find the updates on the progress or concerns of the JDS on the regular report submitted by the agent to take appropriate actions in cooperation with the Operating Committee members if necessary. In addition, the government of Kenya supports the JDS fellows to collect data or other materials necessary for completing their master's theses.

After the JDS fellows return to Kenya, taking into consideration that main objectives of the JDS include contribution of the JDS returned fellows to solving development issues of the country as well as the development of the human resource network, the government of Kenya shall hold a Report Session in order to acknowledge their achievements, and take necessary measures including the subsequent trend survey or the promotion of academic and cultural exchange and cooperation with Japan. The Operating Committee takes necessary measures to facilitate the outcomes of the project, particularly it is essential for them to make efforts to let JDS fellows return to their previous office or have a position in a key government organization where they can utilize their experience in Japan.

## 2.3. JDS Implementation Schedule

When the Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS from FY 2020 onwards as a result of the Preparatory Survey, the project will presumably be implemented for the next four batches according to the schedule shown in Figure 8 below. More specifically, following the conclusion of E/N and G/A every year, JICA will recommend a consultant entrusted to conduct said Preparatory Survey as the "agent" to the government of Kenya. The Agent will conclude a contract with the government of Kenya to implement JDS on behalf of the government.

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Preparatory Survey								
1st Batch (Master)		R/S	A		R			
2nd Batch (Master)			R/S	A		R		
3rd Batch (Master)				R/S	A		R	
4th Batch (Master)					R/S	A		R
1st Batch (Ph.D.)		R/S	A		R			
2nd Batch (Ph.D.)			R/S	A		R		
3rd Batch (Ph.D.)				R/S	A		R	
4th Batch (Ph.D.)					R/S	A		R

R/S: Recruitment & Selection A: Arrival in Japan R: Returning home

**Figure 8: Implementation Process**

## 2.4. Application and Selection Methods

### 2.4.1. Application Method

#### (1) Application Tools

An application website, JDS application pamphlets, posters and leaflets have been prepared as application tools. The number of copies and design will be separately determined by the Operating Committee.

Application requirements, application forms and PR materials (posters, leaflets, and website materials) will be designed to include information according to the needs of applicants by adding, for example, “Advice for preparing application documents”. It will be possible to effectively utilize these application tools. As the Internet accounts for the most common method when applicants obtain information in Kenya, the JDS website operated by implementation agent can be used as means to collect information such as application documents, sample English questions and past mathematics exams can be downloaded. In addition, applicants will be able to apply through the website. This will make it easier for regional applicants to access information who cannot attend promotional seminars.

In addition, we will request the SDPS to make a public announcement to the training supervisors at the various target organizations that applications are open and to communicate information to the SDPS desk in each ministry and agency and the human resource supervisors in local counties.

An ABE Initiative participant working for a government organization recommended that JDS use these publicity tools as well, as those interested in studying abroad read the website of the Ministry of Education (donor scholarship program), Facebook, and the website of the Japanese Embassy in Kenya for information on MEXT scholarship program. There was also a suggestion that “I was recommended by a friend of mine who was a participant of the ABE Initiative, so it would be a good idea to use word of mouth to get publicity from former trainees to friends of civil servants, or, if the target ministry has been determined, to hold a briefing session within the ministry as the best way to introduce the scholarship program to that institution.” It was also suggested that “some scholarship programs do not allow families to come with their children, but if JDS allows families to come with their children, it would be a good idea to highlight the fact that families can come with their children in publicity.” It is hoped that the suggestions and ideas of those who have studied abroad will be actively used in the recruitment process for JDS.

## (2) Application Method

Application pamphlets, posters and leaflets will be distributed through the SDPS to each target organizations. Also, as shown in Table 27, application briefings will be held in each region. The briefing locations are proposals, and will be decided separately by the Operating Committee.

**Table 27: Schedule of Explanatory Meetings**

Expected Date	Venue
Late August to late September, 2020	Nairobi (Main target organizations, explanatory meetings with SDPS, etc.)
Late August to mid-September, 2020	Counties (Nairobi, Mombasa)

Furthermore, with the cooperation of the Operating Committee and target organizations, explanatory meetings will be held at major ministries and agencies in Kenya’s capital Nairobi and a regional area.

In addition, the project agent will study methods of recruiting and advertising utilizing networks such as JICA Ex-participants Alumni of Kenya (JEPAK), Kenya-Japan Alumni Association (KEJAA) and JICA specialists, to ensure that the recruitment information can effectively reach a large number of potential candidates. JICA specialists in fields including road and bridge construction, water supply and health and medicine are dispatched to Kenya and are active in central and local regions, and therefore the agent can also expect their assistance in advertising the scholarships.

A participant who has studied abroad under the ABE Initiative mentioned that in order to raise the awareness of JDS in Kenya, it is expected that JICA officials who are active in the field will be involved with candidates and students from the time of the JDS introduction seminar and the orientation before the students come to Japan. JDS can expect JICA officials to play a role as a publicity tower for JDS.

JETRO, the Embassy of Japan in Kenya and JICA office are highly interested in JDS. It was confirmed that they would give supports for promotion of the project to competent potential applicants in each relevant ministry and office. It could be considered that through taking part in JICA meetings and explaining the JDS, the project would obtain their cooperation.

## (3) Assistance on JDS Applications

Generally civil servants in Kenya is expected to have high English proficiency. However, it should be considered to support applicants in order to prepare research proposal for the master’s program by holding the explanatory meetings to explain how to prepare research proposal as same as other countries.

## (4) Encouraging Women to Apply

In line with JICA’s gender policy<sup>34</sup>, it is proposed to encourage women, not only men, to apply for the JDS. For this purpose, the agent need to take some fresh approaches to invite more female applicants. For example, it will be recommended to add a catchy message to women on the application guidelines, such as “JDS encourages female applicants to apply.” or holding a women-focused explanatory meetings. A range of efforts made by local donors are very informative. As mentioned previously, the Kenyan government itself is actively giving consideration to gender balance and minorities which is articulated at the policy “Human Resource Policies and Procedures Manual for the Public Service, May 2016”, and JDS will actively pursue these goals

<sup>34</sup> Gender Equality and Poverty Reduction Office, Social Infrastructure and Peacebuilding Division, JICA, “Gender Guidelines for Human Resource Development Scholarship Planning”, August 2015,

with the cooperation of SDPS and PSC.

#### **2.4.2. Selection Methods**

Selection process involves three stages which are document screening, technical interview by the accepting universities, and comprehensive interview by the Operating Committee. Candidates will be selected in accordance with the gist of this project after formulating guidelines.

### **2.5. Contents of Orientation, Basic Knowledge, and Special Program**

#### **2.5.1. Orientation Content**

In order to achieve the project goal through the JDS fellows, it is further essential to understand the social and development experiences of Japan as background knowledge. According to results of the questionnaire subjected to JDS returned fellows of other countries, as for questions about pre-departure and post-arrival orientation, more than half of them responded that Japanese language trainings and lectures focusing on Japanese culture and society were useful. Therefore, (1) Lectures to understand the social and development experiences of Japan, the basic knowledge of assistance policy toward Kenya, (2) Programs to improve self-awareness as JDS fellows, (3) Orientations with the aim of enabling them to smoothly commence their life in Japan, (4) Programs to understand Japanese culture and language are going to be implemented.

During the pre-departure orientation program in Kenya, likewise in other countries, the Embassy of Japan in Kenya gives a briefing on Japan's development experience and assistance policy toward Kenya while JICA Kenya Office describes about projects currently implemented in Kenya upon our request.

After arrival, the gist and objectives of this project, the roles expected to JDS fellows and possibilities of coordination with other matters will be communicated to improve recognition of participation to the JDS and their motivation. By incorporating leadership training and through active group work, the fellows will be urged to have a sense of purpose as leaders and an opportunity to learn about what elements are necessary to become a leader.

It was also requested to the university faculties to give lectures on the basic knowledge of Japanese politics, economy, society and culture as before.

JDS fellows will also be given information on rules, procedures and lifestyle in Japan. In particular, with regards to managing their safety, they will be given explanations regarding natural disasters such as earthquakes, tsunamis, typhoons and avalanches, as well as crime and traffic rules. They will gain an understanding and be prepared to spend their time in Japan safely with peace of mind. Hands-on training using anti-disaster training facilities will also be implemented.

The Japanese language training will be implemented for around 35 hours. JDS fellows will not only gain necessary conversation ability in Japanese, they will also gain an understanding of Japanese culture, lifestyle and social manners through hands-on learning, and they will be taught useful communication techniques for daily life.

Opportunities for JDS fellows to smoothly adapt to Japan will also be offered, such as workshops for overcoming culture shock in an unfamiliar lifestyle environment and to promote understanding of other cultures with opportunities to learn to the experiences of JDS returned fellows.

#### **2.5.2. Enrichment Programs**

JDS fellows are expected to contribute to solving the country's development problems as core human resources after returning home and contributing to the expansion and strengthening of friendly relations between the two countries with good understanding of Japan. While other similar projects by other donors are being offered, it is possible for the JDS to be more attractive not only by obtaining a degree at a graduate school, but also by offering a programs to increase

added value.

For this reason, in addition to education in high quality and research at each accepting university, it is desirable for the JDS to improve the quality of existing programs such as pre-departure and post-arrival orientation, special programs offered by respective universities, joint programs. At the same time, it is important to provide more useful opportunities for the JDS fellows such as networking events during their stay and internship programs at JICA or other organizations.

According to the results of the questionnaire to the returned fellows to be explained in the next section, more than half of the respondents wanted internship opportunities, network with officials of central and local governments in Japan as possible programs provided during their stay. From fiscal 2016, some programs have already been implemented, such as leadership training and networking events with government officials conducted by the agent (they will be conducted within the project from 2020), individual internships at the Ministry of Foreign Affairs and JICA, and it is expected to be continued as a part of the project and further developed.

In addition, exchange events with local communities are also of great interest to returned fellows. In the questionnaire survey conducted before the return of JDS fellows by the agent, many fellows comment that they wanted to have more opportunities to interact with Japanese people, along with Japanese language. If those opportunities to exchange with local Japanese people and community are provided, it will lead for the JDS fellows to gain deeper experience of Japanese society and contribute to the development of Japanophile.

In the JDS basic research conducted in FY2019, the following recommendations were made for adding value and branding so that JDS will continue to be recognized as a high-value scholarship program. As mentioned above, some programs are already being implemented, but it is necessary to promote efforts with these recommendations to differentiate JDS as a scholarship program with more distinctive features.

**Table 28: Methods of added value to make JDS more attractive<sup>35</sup>**

Timing	Examples of efforts to increase the added value of the project
Before studying in Japan	Japanese language training improvement (conducted approx. 3 months)
During study in Japan	Social meetings with the JICA Issues Department, Japanese government agencies, local governments, etc.
	Lectures on Japanese development experience, Japanese politics and administration, Japanese diplomacy and Asia/Africa, and Japanese culture and society
	Leadership training
	Internships in government agencies, NGOs, companies, etc.
	Service and ceremony as a JDS fellow (VIP visit on arrival in Japan, etc.)
After studying in Japan	Follow-up activities improvement
	Sharing and disseminating the list of returned fellows to relevant Japanese organizations
	Online database of returned fellows list
	Support for alumni networks
	Support for returned fellows' research activities and their families

<sup>35</sup> Summarized "The basic research report "Verification of the Effectiveness of Free Human Resource Development Support (JDS) Projects"", International Development Center, Inc. basic research (P. 110), February 2020



### **2.5.3.Special Program Content**

The accepting universities will engage in extra activities for JDS fellows in accordance with necessities of their country and development issues as well as activities taking into consideration circumstances of JDS fellows in addition to the existing university program.

The special program consists of the following aims.

- (a) To solve development issues in the relevant countries, JDS fellows learn about practical knowledge and experiences through more practical and specific cases.
- (b) Through special program activities, JDS fellows or related target organizations construct a network for future activities of researchers and organizations from Japan and overseas.
- (c) JDS fellows will gain the necessary support within a limited period to engage in school research and smooth communication with related persons, and to attain their goals.

Many universities have already implemented field trips and seminars both in Japan and abroad by utilizing the Special Program. Among them, field trips were particularly highly evaluated in the questionnaire to the JDS returned fellows of other countries. As well as continuous encouragement by the agent for the use of special programs at each university, it is expected that appropriate consultation should be provided by the agency to the universities so that the universities can provide useful programs that will contribute to the above purpose of the JDS with reference to the questionnaire results of JDS returned fellows.

## **2.6. Monitoring, Guidance and Counselling**

### **2.6.1.Implementation System**

A responsible person is assigned to each university, which accepts the JDS fellows in order to build a good relationship with relevant people of the university and to respond to the fellows promptly in case of emergency. In case the university is located in a provincial city, a responsible person is assigned in the nearest branch of the agent.

### **2.6.2.Guidance and Counselling**

The responsible person provides advice for the JDS fellows with regard to their campus life and daily life after they arrive Japan until immediately before they leave Japan. In addition, the responsible person assists the fellows by arranging for accommodations, assisting them to go through a procedure for notifying moving-in, to enter the national health insurance plan, to get insurance coverage, and to vacate housing, etc.

### **2.6.3.Monitoring**

In order to check the efficient implementation of the Project, it is necessary to understand the condition of the academic and daily life of the JDS fellows under the project. For appropriate monitoring, a good relationship needs to be built with the university staff to receive information on the fellows on a daily basis. In addition, it should be prepared to have an opportunity to have an interview with the fellows regularly to understand their academic and daily life, and provide necessary support in an appropriate timing.

In particular, regular monitoring system by one on one interview helps to find the fellows' problem in an early stage, which normally cannot be seen on daily life, and problems such as the incompleteness of academic courses and aggravated physical condition can be prevented by this system. Furthermore, good practice such as distinguished academic research accomplishments can be found through regular interviews, and they are reported as the result of the project through periodic and other public relations reports on the project.

Regular monitoring is conducted with monitoring report sheets. Monitoring report sheets describe comments from the fellows, a responsible person of monitoring, and a supervisor of the university so that the condition of each fellow can be understood through a single monitoring sheet.

#### **2.6.4. Response in Case of Emergency**

A support system is established with the assistance of call centers in the private specialized company to respond to the JDS fellows with regard to their health problems and other life-related problems during night time, weekends and holidays, and during the year-end and New Year holidays.

In addition, the e-mail delivery system and the safety confirmation system are provided so that information on the safety and whereabouts of all the fellows can be consolidated promptly and accurately even if phone lines are disconnected while large-scale disasters and other emergencies happen.

#### **2.7. Follow-up**

JDS offers an opportunity to obtain a master's and doctoral degree in Japan to young civil servants who are expected to play active roles, engage in social and economic development policies as well as contributing with a solution of development issues in Kenya as core human resources. They are also expected to establish the partnership between their country and Japan through human resource network gained from their postgraduate study in Japan. In order to achieve the higher-order goals of the JDS, it is important not only to provide the opportunity for JDS fellow to acquire professional knowledge, research, and build human network but also promote various follow-up method for both the fellows in Japan and returned fellows. In addition, cooperation and understanding by the government of Kenya with this follow-up activities is contributed to maximize the beneficial outcomes of the activities. At the same time, after their return, the utilization of JDS fellows under the supervision of SDPS is expected so that they can provide positive effects on their belonging organizations and the whole of government.

Follow-up methods for JDS fellows while studying in Japan will not only be performed by the affiliated organization. Rather, various ways will be considered including interim group training to install JDS fellows with a sense of their mission and cultivate their identity as JDS fellows (leadership training), exchange events with Japanese administrative officials, workshops with the accepting universities and opportunities for JDS fellows to participate in trainings held in Japan as the JICA technical cooperation project.

Regarding follow-up activities for international students returning to their own countries, the survey team found that there are various kinds of methods conducted by other donor countries. For example, Chevening Scholarships operates their alumni association which is exclusive to Chevening scholars, whereas the KOICA Alumni Association covers overseas students and KOICA short-term trainees as well as scholars. The KOICA office has also proposed that KOICA scholarship students and ABE Initiatives participants and exchange events with JDS fellows should be held, and synergies from these efforts can be expected in the future.

Japan-related alumni associations in Kenya include the JICA Ex-participants Alumni of Kenya (JEPAK) and the Kenya-Japan Alumni Association (KEJAA) for Kenyans who have studied in Japan. JDS fellows returning from studying abroad can join either of these associations and it is anticipated that the first and second batch of participants will enroll in JEPAK after returning to Kenya. It has been suggested that when the number of returning participants exceeds 40, an alumni association especially for returning JDS fellows be established and developed to provide follow up focusing on returning JDS fellows.

When the survey team carried out a questionnaire survey on follow-up activities for JDS returned fellows in other countries, the answers showed that the network could be built by using SNS among JDS fellows, holding regular association parties and participating in seminars by JICA experts. Similar comments were made by the returned participants of the ABE Initiative, and there was also the opinion that regular events and continuous follow-up would help to maintain better relationships. Taking these result of the survey and opinions into account, it is important to consider better follow-up activities that are suitable to fellows from Kenya.

To achieve the primary objectives of the JDS, JDS fellows need to be supported so that they can be appointed to or promoted to positions in which they can contribute to the development of Kenya after their return. The Operating Committee in Kenya needs to share past JDS results and the status of activities by JDS returned fellows with target organizations and request cooperation concerning the posts of JDS returned fellows as they are human resources that can contribute to the development of Kenya.

### **3. Evaluation of the JDS and Recommendation**

#### **3.1. Relevance between JDS and Development Issues / Country Development Cooperation Policy**

The survey team analyzed relevance between JDS and development programs in Kenya, based on national development plan and strategy of the government of Kenya and the general circumstances of the relevant sectors. Findings are summarized below.

##### **3.1.1. Conformity with Priority Development Issues in Kenya**

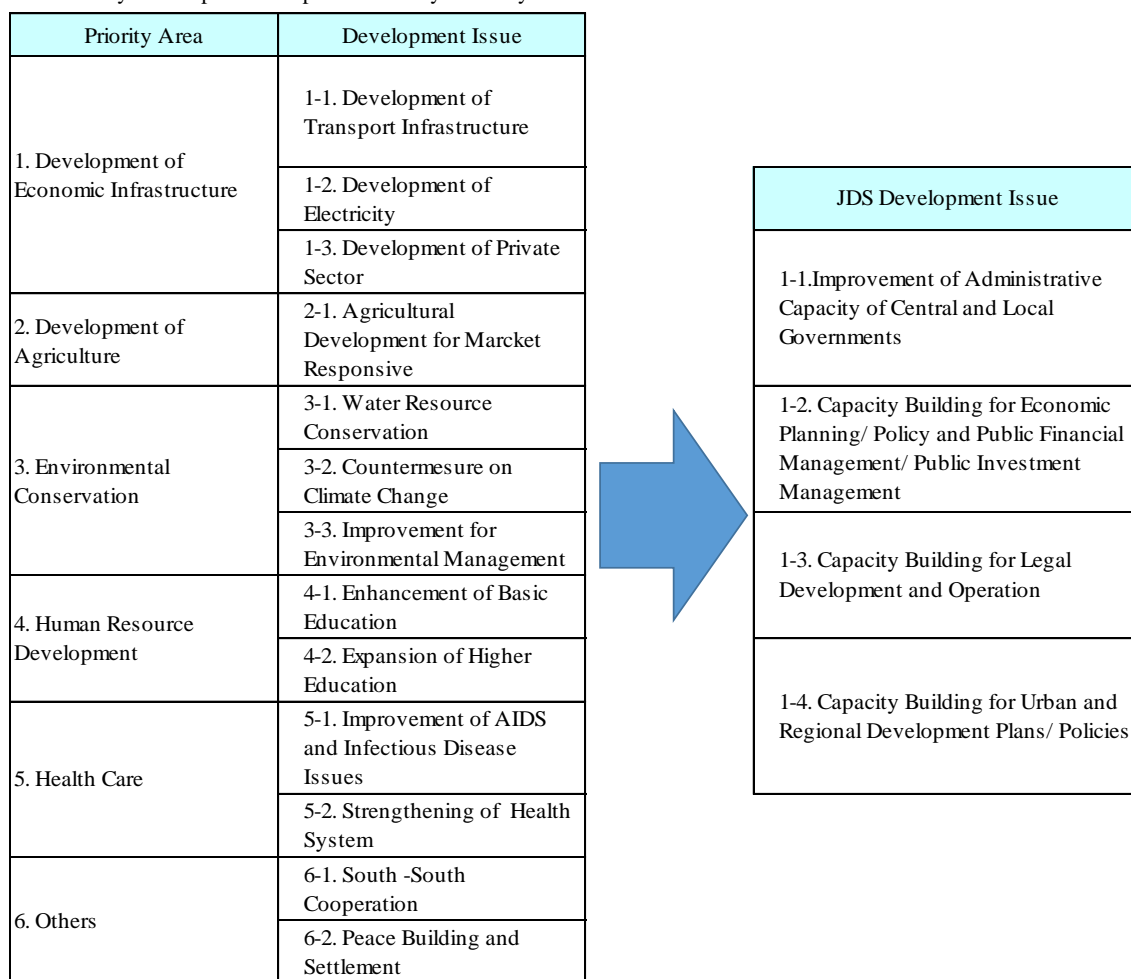
In 2008 the Kenyan government announced its “Vision 2030”, a long-term economic development strategy aiming to transform Kenya into a middle-income country by 2030. The key pillars of the strategy aim to (1) achieve an annual average economic growth rate of 10% or greater by 2030, (2) promote equitable social development in a clean and safe environment, and (3) sustain a democratic political system. In addition, at the end of 2017, the Kenyan government announced its Big Four agenda of four key economic policies for the coming five years including (1) enhancing manufacturing, (2) food security and nutrition, (3) universal health coverage and (4) affordable housing.

The JDS in Kenya can be positioned as one aspect of support for the development of the human resources necessary to achieve these policy goals as the JDS not only works to improve the administrative capabilities of the central government but also covers a comprehensive range of fields including financial policy, the judicial system, and urban and regional development.

##### **3.1.2. Conformity with Japan’s Country Development Cooperation Policy for Kenya**

The Country Development Cooperation Policy for Kenya formulated by the Government of Japan in April 2012 pledges support for capacity building in Kenya to enable the country to promote sustainable economic and social development, and identified five priority areas for targeted assistance and thirteen development issues. The JICA Country Analysis Paper on Kenya sets out a broad framework for assistance from Japan in accordance with these policies. In order to effectively address the development issues listed below, the JDS seeks to develop the competencies of key personnel at the government authorities with responsibility for the relevant fields. JDS is highly relevant to the assistance policies of both Japanese government and JICA in relation to ODA programs. (Figure 9)

Country Development Cooperation Policy for Kenya



**Figure 9: Relevance between Japan’s Development Cooperation Policy for Kenya and JDS Framework**

**3.1.3. Feasibility of Providing Grant Assistance through JDS**

Recipients of grant assistance are chosen in accordance with the criteria for interest-free loan recipients as defined by the global Independent Development Association (IDA), namely, Gross National Income (GNI) of \$1,215 per capita. Grant assistance is generally used to assist developing countries with major nation-building projects and initiatives designed to alleviate poverty, often in areas where the local government does not have enough funds or is unable to obtain the necessary loans. Grant assistance is designed to help recipient countries to be more autonomous and independent, and is carefully coordinated with other technical aid projects and interest-bearing loans provided by Japan and other donor countries.

Kenya’s GNI per capita in 2018 was USD 1,620<sup>36</sup>, classified by the World Bank as a lower middle-income country. Supported by large-scale public investment, a growing service industry and firm domestic demand, the economy has exhibited robust growth. However, it has remained vulnerable due to climate change and terrorism. Japan is a key aid donor, and has not only provided support for economic infrastructure through yen loans but also support for water supply development and health through grant aid. With these matters in mind, we carefully examined the appropriateness of implementation of the JDS using grant aid from the perspective of two points,

<sup>36</sup> MOFA Website: <https://www.mofa.go.jp/mofaj/area/kenya/data.html>, (Reference on March 18, 2020)

that is, Japan’s foreign policy and the circumstances of the recipient developing country, referring to the review viewpoints<sup>37</sup> listed in the notification of Japan’s Ministry of Foreign Affairs. We found that the following points were highly satisfactory.

### **(1) Foreign Relations**

The JDS targets young civil servants who will be responsible for formulating and implementing policies for the social and economic development of Kenya, and it is anticipated that JDS participants will become future leaders in Kenya who are knowledgeable about Japan. JDS participants, as people who understand Japan well, will become important diplomatic resources who can enhance bilateral relations between Kenya and Japan.

For example, through the ABE Initiative implemented in Africa, including Kenya, personal connections between Kenyans and Japanese contributing to industrial development have been strengthened, and it is anticipated that in the mid to long term the Kenyan “navigators” will assist Japanese companies to engage in economic activities in Kenya. In this way, the JDS is highly satisfactory from a foreign policy perspective as we can expect JDS fellows to become a bridge between Japan and Kenya in the furthering of Japan’s foreign policy.

### **(2) Strategic Objectives**

In the sub-Sahara region, Kenya has been the largest recipient of ODA from Japan in terms of total accumulated assistance. Kenya plays a strategic geographical role as a gateway to East Africa, leading regional development and contributing to peace and stability in the region. Providing assistance to ensure the economic and social stability of Kenya, establish infrastructure and develop human resources will support sustainable economic growth led by the private sector including Japanese companies, and provide a model for growth in East Africa.

### **3.2. Expected Effect of JDS**

The effect of the human resource development program is expected to manifest itself in the long term. Therefore, the project goal which is to be reached at the completion of the project, is that “the capacity of human resources engaged in the development issues improves.” In addition, overall goal is “to improve the competence of related administrative agencies concerning the development issues” through the effective use of the knowledge and experience acquired by the returned fellows to their organization. Through these, it is expected ultimately “to contribute to solving the development issues of their home country.”

The appropriateness of implementing JDS in the Philippines will be evaluated on the basis of this preparatory survey, and will eventually be reviewed by the Japanese government. It is, however, necessary for the Philippine government dispatching JDS fellows to provide support during their study and after their return and, in addition, for the accepting universities to provide a curriculum that makes contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the project goal will continue to be promoted.

The following indicators used to measure the achievement of the project goal are common to all Components in view of the perspectives mentioned above.

- Ratio of JDS fellows who obtain master’s degree
- Enhancement of the capacity of JDS returned fellows on research, analysis, policy making and project operation/ management after their return
- Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows

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<sup>37</sup> MOFA, “Effective utilization of Gratis fund aid for countries with relatively high income levels” April 2014

With respect to the indicator, “Ratio of JDS fellows who obtain master’s degree” and “Enhancement of the capacity of JDS returned fellows on research, analysis, policy making and project operation/ management after their return,” a high completion rate is expected to be achieved as a result of the steady implementation of the following: 1) Encouraging applications by appealing to Human Resource Office in the Target organizations of each Sub-Program and Component as well as the human resources that match the intent of the program at the time of recruitment; 2) Selecting JDS fellows on the basis of academic knowledge, relevant work experience, basic training, and potential for contribution after returning to the country; and 3) Offering various types of support and regular monitoring (namely, managing and advising on academic, lifestyle, and health issues in the form of interviews) to JDS fellows in Japan.

In order to encourage JDS returned fellows to make use of their newfound knowledge in policy formulation and implementation, while Kenya has the “seniority” system that their working year is mandatory for their promotion, it would help to ensure that JDS fellows can either resume their previous roles after returning to Kenya, or take on new roles that properly utilize their new skills and competencies.

It is integral to monitor how the JDS fellows’ experience in Japan will be utilized in their professional careers after returning to home country over the mid and long term, in order to evaluate the effectiveness of the JDS. Through the monitoring, it is required to conduct follow-up cooperation necessary for facilitating project outcomes and support JDS fellows to further develop their professional skills and expand the networking. Appropriate follow-up cooperation will not only clarify the project outcomes, but also maintain relations between JDS fellows and Japan and benefit Japan into future collaboration with JDS fellows who are familiar with Japan and will be leaders of the country.

### **3.3. Comparison with Other Scholarship Programs Provided by Other Donors**

Preparatory survey of JDS analyzed factors that may have an impact on its results as shown below. To have a comparative advantage over other scholarship donors, the positive factors of the JDS Program should be maintained and improved while the negative factors should be reduced.

**Table 29: Factors affecting the JDS Program outcome identified in the preliminary studies**

When	Positive factors	Negative factors
At the time of application and selection and before arriving in Japan	<ul style="list-style-type: none"> <li>• Highly transparent selection process</li> <li>• Interviews conducted locally by Japanese university faculty members to select the right candidates</li> <li>• Applicable fields of study match development needs.</li> <li>• Applications encouraged by the governments of the participating countries</li> </ul>	<ul style="list-style-type: none"> <li>• Practical experience required</li> <li>• Limited number of host organizations or fields of study</li> <li>• Prolonged selection period</li> <li>• Few English language training programs offered before arrival</li> <li>• Lack of Japanese culture and language training programs</li> <li>• Stringent rules applied while in Japan</li> </ul>
While in Japan	<ul style="list-style-type: none"> <li>• High quality learning opportunities in Japan</li> <li>• Comprehensive support provided to students for their everyday life</li> </ul>	<ul style="list-style-type: none"> <li>• Not widely recognized by government ministries and agencies in Japan.</li> </ul>
After leaving Japan	<ul style="list-style-type: none"> <li>• Networking between returning students and host universities</li> <li>• Job reinstatement rules in place. The Japanese government encourages the optimal job allocation by the governments of participating countries to returning students.</li> </ul>	<ul style="list-style-type: none"> <li>• No framework has been developed by the Japanese government or companies to engage returning students.</li> <li>• No means of accessing information on Japan or contacting fellow returning students in other countries. Less likely to have a clear identity as a JDS alumni member.</li> </ul>

One of the main advantages of JDS is that host universities are considered as project partners. The comprehensive framework is in place at each stage of the Program, ranging from selecting, guiding, and hosting students to providing follow-up service to them. Host universities are not only heavily involved in the candidate selection process, but also offer a special curriculum that caters to specific countries and students in addition to their existing courses.

The implementation agent of the project, on the other hand, is also actively involved in formulating an annual project policy and in the application and selection process. It provides full support to students before, during, and after their stay in Japan and performs regular monitoring throughout their stay. In the last 10 years (2008 to 2017), on average, 87.8% of graduate students successfully completed their master's degree programs in Japan, while the average success rate for JDS fellows in the last 20 years reaches 98.6% because of the extensive support provided by JDS. Given the fact that JDS students are civil servants, this high success rate is something to be proud of. Moreover, support for job reinstatement after JDS fellows' return to their home countries and alumni association activities are another comparative advantage of JDS over other scholarship donors.



In addition, in discussions with Kenyan ABE initiative participants currently studying in Japan about the relative merits of studying in Japan, it is worth noting that the relative advantages mentioned by the participants included that they were attracted by the “Japan brand” (a developed country with advanced infrastructure and culture), opportunities to learn about advanced technologies, Japanese people’s high level of awareness of compliance and high level of safety.

A negative factor was that it takes time to get used to the environment because of the difference in climate between Kenya and Japan. It is necessary to take these points into account when considering the measures to be taken by the project.

### 3.4. Project Evaluation Indicator Data

#### 3.4.1 Indicators of the results and impact of JDS

Possible indicators to evaluate the results and impacts of the JDS in Kenya are as shown in the following table. By accumulating this quantitative information through the project, the results and impact would be effectively evaluated.

**Table 30: Project Evaluation Indicator Data on JDS Kenya (Tentative)**

Inaugural year		20xx	
Number of Slots per year		x	
Fellows accepted	Total	x	
	Sex	Male x, Female x (ratio of female: x %)	
	Average age	x (Upon arrival)	
Returned fellows	Total	x	
	Fellows obtained degree	x	
	Failed fellows	x	
	Completion rate	X %	
By category of work place	Upon arrival	Total	Government officers x (x %), Other
	After return to country	Total	Government officers x (x %)
Ration of management level	Total	Upon arrival: , Current:	

In addition, in order to decide the items for measuring qualitative effects, information will be gathered focusing on the following items as the definition of good practices of JDS.

**Table 31: Items indicating Qualitative Effects of JDS (Proposal)**

<b>1. Contribution to resolving development issues in the country</b>
Attaining promotion, obtaining influential power inside the organization, and engaging in policy making as a key person
Especially utilizing research conducted on the Master's Degree Course
Conducting activities concerning political measures as a member of JDS alumni
<b>2. Contribution to strengthening relationships with Japan as a Japanophile</b>
Engaging in JICA projects as the counterpart
Participating in diplomatic negotiations with Japan
Collaboration with private businesses in Japan and participating in joint research studies with Japanese universities
Implementing activities concerned with strengthening relationships with Japan as JDS alumni members
<b>3. Utilization of networks other than the above</b>
Smoothly conducting services utilizing the JDS fellow network
<b>4. Other secondary outcomes</b>
Contribution to university internationalization (mainly students staying in Japan) and contribution to regional internationalization (mainly students staying in Japan)
Planning and implementing social contribution activities, activities concerning Japan, and other activities to raise JDS values using the name of JDS outside the worksite
Academic contribution (excellent academic achievement, submission of articles to journals, sharing of research outcomes, etc.)

### **3.4.2 JDS students skill improvement survey (Measurement of the effect of the JDS Program)**

Performance indicators of JDS will be set to assess the various aspects of its performance when it is completed. To measure the effect of JDS, a broad range of aspects may be examined, which includes project management and progress, independence of relevant organizations, and returning students' achievements, and performance indicators will be set, and then a questionnaire survey will be conducted. The performance indicators will be used to assess the improvement levels of JDS students' skills (skills required to formulate and implement government policy), mainly by using a JDS fellow data management function called JDS fellows monitoring, which is a prominent feature of JDS, and to assess the adequacy of the university curriculum. JDS fellows will be asked to take part in the questionnaire survey.

#### **i) Survey details**

In light of the purpose of JDS, which is to develop young administrative officials, the survey will be designed to examine how JDS fellows have improved skills required to formulate and implement government policy in developing countries through JDS fellow and to identify the improvement levels of their skills. More specifically, the survey will be conducted to measure their skills such as scientific research and analytical skills, logical reasoning skills, problem solving skills, and leadership skills, and their qualities such as rationality, discipline, a sense of responsibility, and positiveness.

The adequacy of the university curriculum and whether it is in line with development challenges will have been verified by an assessment of the curriculum before the survey. Therefore, survey items will be selected to verify the planned curriculum is offered, and if so, it is beneficial to the development challenges.

## **ii) Survey method**

A questionnaire survey will be conducted when JDS fellows complete their studies to measure the improvement levels of their skills. The survey forms will be distributed in place of reports for an assessment meeting, which JDS students from each university and graduate school will be asked to attend after they complete their studies, but immediately before they return to their home countries. All students must participate in the survey. At an assessment meeting held before JDS fellows return to their home countries, they will be asked to give feedback in the following specific areas based on their response to the survey; how they assess the quality of teaching at their universities and graduate schools, how satisfied they are with the support they have received, what they think of life in Japan, and what aspects they would like to see improved in JDS. The purpose of obtaining feedback is to collect examples of good practice and challenges to use them for reference purposes when JDS is improved.

## **3.5. Recommendations**

Recommendations under this survey are as follows.

### **(1) Implementation Structure**

#### **i) Effective Planning for the Project**

Through the survey the survey team was able to gain detailed information about the establishment of a program framework, the public service's human resource system and the public service overseas training system from PSC which is responsible for public service human resource policy and the recruitment and promotion of civil servants and SDPS which is responsible for training and human resource development of civil servants. As this program begins, it is important to gain a deeper understanding of the public service's human resource system and overseas training system to enable the design of a program which makes more effective recruitment and selection of participants possible for the continuing implementation of the program, in order to strategically recruit and select outstanding public servants.

#### **ii) Active Participation of the Operating Committee**

In Section 2-1-2. JDS Implementation Framework, the function and role of the steering committee, and the roles of the implementation organization, JICA offices, and the agent under the JDS implementation guidelines are discussed. It is important that those involved in JDS will reconfirm their respective roles as soon as its implementation is approved in a Cabinet meeting in Japan.

Once JDS is launched as a project, the members of the Operating Committee are knowledgeable about training programs including study abroad programs for public servants and are familiar with the government's rules and procedures from the recruitment and selection of candidates to sending the participants off. Therefore, it is important to have the members actively participate in the program from the planning stage, planning the recruitment of candidates and eliciting excellent candidates, through to enabling a smooth send-off.

### **iii) Procedure from the Execution of G/A to a Request for Payment**

In the local survey in October 2019, the Japanese side explained to the SDPS about the process from conclusion of a Grant Agreement (G/A) and largely gained their understanding. Furthermore, upon agreement to the Minutes of Discussion reflecting the details of agreement in this survey, Japanese side received a request to explain this process again as new Director of SDPS was appointed in January 2020. A representative of the office of the Attorney General was also in attendance. As a result of it, it took four months to gain the understanding of the relevant people in the Kenyan side. The G/A and the agent contract are expected to be signed by August 2020, and it will be necessary to provide specific and detailed explanations to the Kenyan side in order to obtain agreement among Kenyan government officials. Different from other grant programs, selection of JDS candidates must be completed and the candidate list must be submitted to host universities by the end of March of the following year of the conclusion of G/A. Accordingly, G/A must be concluded by the end of July; in order to do so, following up to each relevant organization is very important.

## **(2) External Impacts on the Project Implementation**

### **i) Impact of COVID-19**

Regarding the spread of the COVID-19 from January 2020, external factors prevented the second field survey, which was scheduled to be conducted in February-March 2020, and hindered interviews and other activities. At this point in time it is not clear whether it will affect the implementation of JDS and the next year's fellows' arrival to Japan. Currently it is difficult to predict whether the COVID-19 will have an effect on the number of FY2020 applicants or not, however, it is necessary to keep watching the situation by collecting information concerning international student acceptance plans for summer and fall of 2020 of other donors, changes in the number of applicants in FY2020, and associated measures of the Government.

### **ii) Safety Management**

Kenya has dispatched troops to the African Union Mission in Somalia (AMISOM) which aims to reduce the threat posed by Al-Shabaab and other extremist groups, and responding to retaliatory threats by this terrorist group is a problem. On January 15, 2019, multiple facilities including hotels in the capital Nairobi were the target of terrorist attacks by Al-Shabaab, and according to the Kenyan government, 21 people died in the attacks. Therefore, it is necessary to continue to consider ensuring safety.

Specifically, the establishment of the JDS office scheduled for July 2020, it is necessary to progress with this while consulting with the person responsible for safety at JICA Kenya Office. The project will also need to refer to advice from Japanese people who have been working there for a long time. In addition, when carrying out program-related work, it is important to not only manage safety in Nairobi but also to collect information from JICA Kenya Office and the Japanese Embassy in Kenya before implementing recruitment briefings in Mombasa county, and to undertake the program work after sufficient consideration has been given to safety.

## **(3) Allocation of Universities**

It has been proposed in the JDS basic research that more short-term program options be made available to better design JDS for enhanced strategic advantages. A majority of UK scholarship programs offered in Kenya are master's programs which can be completed in a year. Because of the historical background between Kenya and the UK, these types of programs are so popular with Kenyans that they attract 2,000 applicants or so. When starting a new scholarship program in the country where such popular scholarship programs are available, offering options of one-year and two-year master's programs will be the key to attracting good scholarship candidates. The allocation of universities has already been agreed with Kenya. If Kenya expresses an interest in one-year programs as well as two-year programs, it may be a good idea to strongly recommend

universities which could offer both one-year and two-year programs to offer one-year programs, as with the case with the Master's Program in Public Policy offered by National Graduate Institute for Policy Studies (GRIPS).

#### **(4) Target Organizations and Groups for the JDS**

It was agreed to target civil servants and regional civil servants belonging to the target organizations proposed by JICA and agreed to by Kenya.

Regarding target organizations, in the survey, SDPS proposed narrowing down to organizations in the field of legal policy based on Component 1-3 (Capacity Building for Legal Development and Operation), and a number of additions and deletions of government organizations were proposed. Also, regarding this proposal, there was also a suggestion from the JICA office that they “wish to make applications possible without the framework of target organizations based on the respective components” when implementing the program. Therefore, it is necessary to discuss these points once again when deciding the overall policy at the first Operating Committee meeting to be held when the project starts, and to gain agreement.

#### **(5) Enhancement of Recruitment Activities**

As there is keen competition for fellows in study abroad programs from other donor countries in Kenya such as the U.K., China and Korea, it is necessary to examine more effective methods of advertising the attractiveness and merits of the JDS. To do this, it is necessary to target advertising respectively towards central government civil servants and local civil servants employed by Mombasa County and Nairobi County who are the target of JDS.

As a fundamental policy to achieve this, first of all we need the person responsible for JDS at the SDPS, which is the contact point, to share and communicate information to the training supervisors at each ministry and agency (SDPS Desk). Therefore, it is very important that the agent that will implement JDS locally provide detailed explanations and develop a good relationship with the SDPS and SDPS Desk at each ministry and agency. Requesting cooperation after establishing a trusting relationship will be effective in disseminating information within the various ministries and agencies.

Furthermore, it is imperative to steadily engage in promotional activities, often visiting the SDPS and key target organizations (SDPS Desk). Moreover, it is preferable to hold briefings on JDS candidate recruitment in as many ministries and agencies as possible in order to make potential candidates aware of JDS.

Also, as it is difficult to hold recruitment briefings in Mombasa due to safety concerns, it is necessary to use a variety of advertising tools and access channels in recruitment activities to ensure that the information reaches as many potential candidates as possible. It would also be effective to communicate the attractiveness of JDS through press releases, newspaper articles and advertising utilizing other media, and through cooperation with JICA experts, JICA Ex-participants Alumni of Kenya and other people with ties to Japan.

In promoting the appeal of JDS, it is important to actively promote its relative merits compared to other scholarships. These include Japan's provision of master's and doctoral programs at an international level as well as the establishment of a detailed guidance system and acceptance system provided through the Special Program designed to provide a curriculum suitable for the relevant country, the plans to provide a program to increase the added value of the study abroad program through networking meetings with administrative officials, and the high degree of support offered to participants through periodical monitoring etc. during their stay in Japan.

In addition, in the JICA Program with Universities for Development Studies (JProUD) currently underway, in addition to research into the field of expertise of the participants themselves, the opportunity to learn about Japan's development experiences is also a significant sales point.

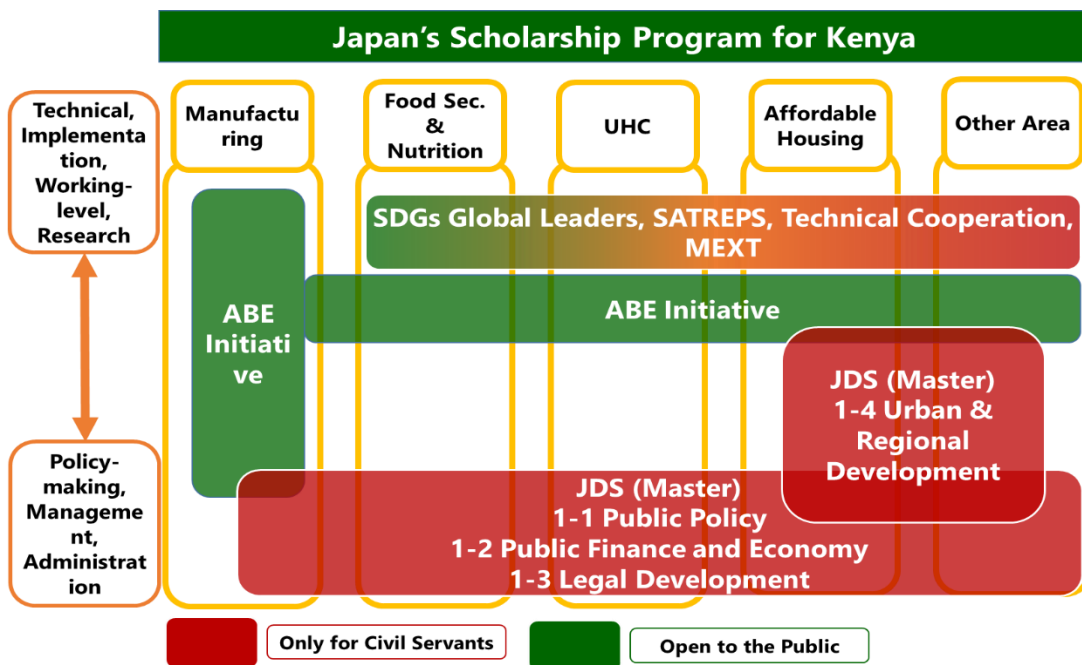
**(6) Consolidate relationships with other JICA projects and consider the possibility of collaboration**

To implement JDS as one of the ODA projects in Kenya, it is important to cooperate with other ODA projects, from the viewpoint of being a “contribution for the development” instead of just a scholarship for studying abroad. It is essential that dissemination of this project information among the representatives of JICA Kenya office and JICA experts, encouragement of competent human resources of the counter parts of the projects to apply for JDS, utilization of alumni networks, etc.

Therefore, this survey identified and reviewed the human resources development programs undertaken by Japan in Kenya such as the ABE Initiative and the SDGs Global Leadership Program. In other words, the overall picture and future direction of Japan's human resources development programs were reviewed, and based on the review, the positioning of JDS was made clear. More specifically, study in Japan programs, including JDS, were classified and organized according to Kenya’s public policy (The Big Four), prospective participants, and research themes and the possibility of implementing JDS in conjunction with other programs was explored (Figure 10).

By positioning JDS as a project that plays a pivotal role in developing Kenya's future administrative officials while maintaining consistency with its development agenda (The Big Four), the survey demonstrated the JICA’s overall human resources development strategy in Kenya, with a clear distinction between the ABE Initiative, which focuses on business, the SDGs Global Leadership Program, which has a strong link with JICA projects, and theme-specific training programs.

When JDS begins, this table will be shown to JICA personnel in a meeting, where they will be given a briefing about JDS and requested to provide cooperation. They will also be expected to join in the exploration of the possibility of implementing JDS in conjunction with other programs.



**Figure 10: Relationship among Japan's Human Resources Development Project JDS and Big Four<sup>38</sup>**

<sup>38</sup> Provided by JICA

This table shows both the ABE Initiative and the JDS doctoral programs. It means that there is a possibility that some of the ABE Initiative participants arriving in Japan up until 2019, who are civil servants, may be eligible to undergo human resources development and to apply for JDS doctoral programs upon return to their home countries after completing master's programs. As many of the ABE Initiative participants desire to enroll in doctoral programs in Japan, follow-up actions could be taken through JDS.

It is proposed to use the following matrix to study the projects to cooperate with and share this information among relevant parties in JDS.

**Table 32: Matrix to Promote Collaborations with Other JICA Projects (example)**

Component	Accepting university	Project	Expected research theme
Improvement of Administrative Capacity of Central and Local Governments	<ul style="list-style-type: none"> <li>Hiroshima University</li> <li>National Graduate Institute for Policy Studies (GRIPS)</li> </ul>	<ul style="list-style-type: none"> <li>Partnership for Health Systems Strengthening in Africa (PHSSA) Phase 2</li> <li>Project on Enhancing Community Resilience against Drought through Sustainable Natural Resources Management and Livelihood Diversification</li> <li>Smallholder Horticulture Empowerment and Promotion Project for Local and Up-scaling (SHEP PLUS)</li> </ul>	<ul style="list-style-type: none"> <li>Political Economy, Governance/ Public Administration</li> <li>Local Administration, Decentralization of Authority, Local autonomy</li> <li>International Relations</li> <li>Health Policy</li> <li>Food Security</li> </ul>
Capacity Building for Economic Planning/ Policy and Public Financial Management/ Public Investment Management	<ul style="list-style-type: none"> <li>International University of Japan (IUJ)</li> </ul>	<ul style="list-style-type: none"> <li>Project on Capacity Development for International Trade Facilitation in the Eastern African Region</li> </ul>	<ul style="list-style-type: none"> <li>Theoretical Economics (Macroeconomics, Microeconomics)</li> <li>Public Financial Management/ Public Investment</li> <li>Industrial Policy</li> <li>Monetary Policy</li> <li>Debt Management</li> <li>Health Finance</li> </ul>
Capacity Building for Legal Development and Operation	<ul style="list-style-type: none"> <li>Kyushu University</li> </ul>	<ul style="list-style-type: none"> <li>Project on Capacity Development for International Trade Facilitation in the Eastern African Region</li> </ul>	<ul style="list-style-type: none"> <li>Administrative Law</li> <li>Business-related Laws</li> <li>International Relations Law (Related Business, Sea Laws)</li> </ul>
Capacity Building for Urban and Regional Development Plans/ Policies	<ul style="list-style-type: none"> <li>Toyo University</li> </ul>	<ul style="list-style-type: none"> <li>Mombasa Port Area Road Development Project (2)</li> <li>Olkaria 1 Units 1, 2 and 3 Geothermal Power Plant Rehabilitation Project</li> <li>The Project strengthening capacity in Non-Revenue water reduction</li> <li>Capacity Development Project for Sustainable Forest Management in the Republic of Kenya</li> </ul>	<ul style="list-style-type: none"> <li>Urban Planning</li> <li>Regional Development/ Local Development</li> <li>Urban Infrastructure Planning (Transport and Traffic, Water and Sewerage, Waste material etc.)</li> <li>Environmental Management, Climate Control</li> </ul>

In this way, in order to strengthen the capacities of young government officers who will contribute to the promotion of socio-economic development, instead of relying only on the JDS, it is essential to cooperate with other projects or complement it with other projects. It is proposed that the JICA office will share a list of young officers who previously participated in JICA Knowledge Co-Creation Programs (training courses) as this could be used to locate potential JDS candidates.

In the future, if new long-term trainees are to be invited, it is hoped that sufficient consideration will be given to differentiating the program from JDS. In addition, it would be ideal to establish a department within JICA that can comprehend JICA's international students (JDS fellows, long-term trainees, and yen-loan financed project students) in a unified manner.

#### **(7) Cooperation with Japanese universities**

As mentioned earlier in Section 1-4-3. Activities of Japanese Universities, in recent years, universities in Japan have become increasingly interested not only in attracting students from Africa, but also in Africa itself as a research area or field. They have been exploring the possibility of academic collaboration with universities and research institutes in Africa. Some of the universities that have lead the JICA's technical cooperation projects are likely to speed up their efforts to expand into Africa. In particular, Hokkaido University, which has a base in Zambia, should be the main player in the African venture as it has taken part in the Study Abroad Coordinator Program of the Ministry of Education, Culture, Sports, Science and Technology. To receive many applications to the JDS Program, it is essential to work in partnership with Hokkaido University to make study opportunities in Japan attractive. Both Japanese universities and the JICA should strengthen their alliance and, at the same time, should also have keen awareness of the possibility that JDS in Kenya may serve as a catalyst that fosters collaboration between Japanese universities and African counterparts.

#### **(8) Gender Consideration**

In this preparatory survey, in accordance with JICA's gender policy, the survey team surveyed Kenya's national gender policies and public service policy, and initiatives for gender consideration in the public service system. As a result of the survey, it was determined that gender consideration is necessary in the JDS in Kenya in line with the gender policies of Kenya.

Therefore, when the program starts in July 2020 and the overall policy for the FY2020 program is decided at the first Operating Committee meeting, based on the results of this preparatory survey, it is necessary to examine a policy and method for promoting the participation of women in JDS through discussions and agreement with the Kenyan side. In particular, regarding the method of recruiting female candidates, it is important to list "Female candidates welcome" in the application guidelines, and to refer to examples from JDS in other countries to hold recruitment meetings especially for female civil servants. In Kyrgyzstan, from the perspective of promoting gender in JICA's projects, a unique recruitment and selection method that takes into account the balance between men and women has been studied with the Kyrgyz side since fiscal 2013, and as a result of implementing this method, the number of female fellows has increased successfully. In addition, KOICA's scholarship program in Kenya has set the quota of women at 40%, and the efforts and opinions of other donors in the field will be helpful. It is hoped that Kenya will consider measures that are appropriate for the country while referring to these best practices.



In the ministries and agencies visited in this preparatory survey, the survey team was able to confirm that many women are employed and active in posts at the director level and higher, such as principal secretaries and directors of the SDPS. In addition, many of the women in these higher-level posts had studied postgraduate courses overseas and were enthusiastic about encouraging women to study abroad. Among long-term participants from government institutions who had studied abroad under the ABE Initiative program were several female civil servants who had studied in Japan including a public servant in the Ministry of Industrialization and Enterprise Development, and the team confirmed that they were actively working in the ministries and agencies after returning to Kenya. Another idea is to have these higher level female civil servants who have studied in Japan attend the recruitment briefings to share the attractiveness and benefits of studying in Japan, as well as the challenges and solutions for women facing when studying overseas, to create an environment that makes it easy for women to apply.

#### **(9) Preparation for Dispatching Fellows**

As mentioned earlier in “1-3.Civil servants’ Career Path and the status of Human Resources Development,” when civil servants participate in overseas training including long-term overseas study programs, the participant must sign a Training Bond prepared by the organization to which they belong and approved by the SDPS, and promise to return to their government post after completing their studies abroad. In addition, as the process from approval of the Oath to signing it usually takes two to three months, it is necessary to finish the selection itself by the end of March and allow time for preparations to ensure that the approval and signing of the Oath proceeds smoothly.

#### **(10) Pre-Departure Orientation**

There is a possibility that Kenyan JDS fellows will become minority groups among JDS fellows considering that the most of JDS fellows are from Asia, since Kenyan JDS fellows will come from Africa next to Ghana within JDS.

If there are few international students from Kenya or Africa even within the university, it may be also difficult to make friends due to differences in communication ways, and it may be difficult to conduct their study and research because he/she cannot adapt to the environment.

In addition, Kenya is a country just below the equator and the temperature does not change much during the year, so the winter in Japan is colder for Kenyans than the Japanese would imagine. Taking these points into consideration, it is necessary to provide a good orientation before coming to Japan to encourage Kenyan fellows to prepare for a study and life in Japan smoothly.

#### **(11) Necessity of an Enrichment Program and Direction for Special Programs**

From the ministries and agencies which were visited by the survey team during the field survey, they proposed that it will be useful if internships are conducted in ministries and agencies and private companies, etc. during the two-year stay in Japan. In terms of capacity building of JDS fellows and building human relationship which is a basis for good bilateral relations, and differentiation from other scholarship programs, further effort should be promoted for this kind of engagement which will add value is expected. Then, with regards to the utilization of special program expenses it is necessary not only to ask the accepting universities but to examine other mechanisms that can be used which are more in line with the intentions of JICA.

#### **(12) Need for Japanese Language**

Acquiring knowledge of the Japanese language is essential to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Kenya in the future. In the course of this field survey, the survey team had the opportunity to meet with Kenya who had experience of studying in Japan and therefore knew Japan well. They uniformly appealed that knowledge of the Japanese language should be made as requirement. JDS fellows receive their degree in English, and even though they stay in Japan for two years, this is not enough to deepen

their understanding of the Japanese and Japanese culture. This period isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that promotes an understanding of Japanese culture. Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is essential to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

### **(13) Unified Operation of Network Construction and Follow-up Schemes, and the Roles of the Agent**

#### **i) Measures to be Implemented during Students' Stay in Japan for supporting Post-return Follow-up**

To make continuous follow-up easier and link those activities to the results of strengthening the partnership between Japan and Kenya, loyalty to Japan needs to be increased from while students' stay in Japan so that they will be motivated to maintain their relationship with Japan following their return. By implementing measures to maintain and develop the loyalty that was increased during their stay in Japan in post-return follow-up, better results can be expected.

Currently, implementation agent in target countries for the JDS has been supporting the establishment of alumni associations and holding other events in order to strengthen organizations for JDS returned fellows. However, once again increasing the loyalty of JDS returned fellows whose relationship with Japan has been cut off after a certain period of time requires additional time and costs, and is not always efficient.

Accordingly, measures for students while they are in Japan and measures for post-return follow-up that are unified and seamless need to be investigated.

#### **ii) Follow-up Measures Implemented after the JDS Fellows Return**

In order to conduct continuous follow-up, JICA Ex-Participants Alumni of Kenya (JEPAK), Kenya-Japan Alumni Association (KEJAA), KAKEHASHI Africa and Chevening Alumni Association of Kenya which actively engage in local activities to maintain and to improve loyalty while students are in Japan, must be coordinated with and their expertise absorbed so as to support operations in Japan and enhance follow-up content. In particular, over the several years until activities come into full swing, Japan is anticipated to support funding and facilitate activities.

Among them, KAKEHASHI Africa is a relatively new organization in Kenya as a network platform for ABE participants who have studied in Japan. Through it, Former participants are taking the lead in proactively conducting networking fairs and regular seminars with Japanese people including JICA offices and experts as well as Japanese private companies. In other JDS countries, all the people involved in the project have difficulties to put the activities of the alumni association led by returned JDS fellows on track, but it would be recommended for the project to refer to these good practices.

While collaborating with the office of Nagasaki University in Kenyan and the satellite office of Hokkaido University, Japanese stakeholders should, in concert, consider a system to reproduce top leaders who can take the leadership for Kenyan people studied in Japan. Consideration of advanced follow-up activities in cooperation with JICA Kenya Office, which implements a wide variety of training and international student programs, is expected.

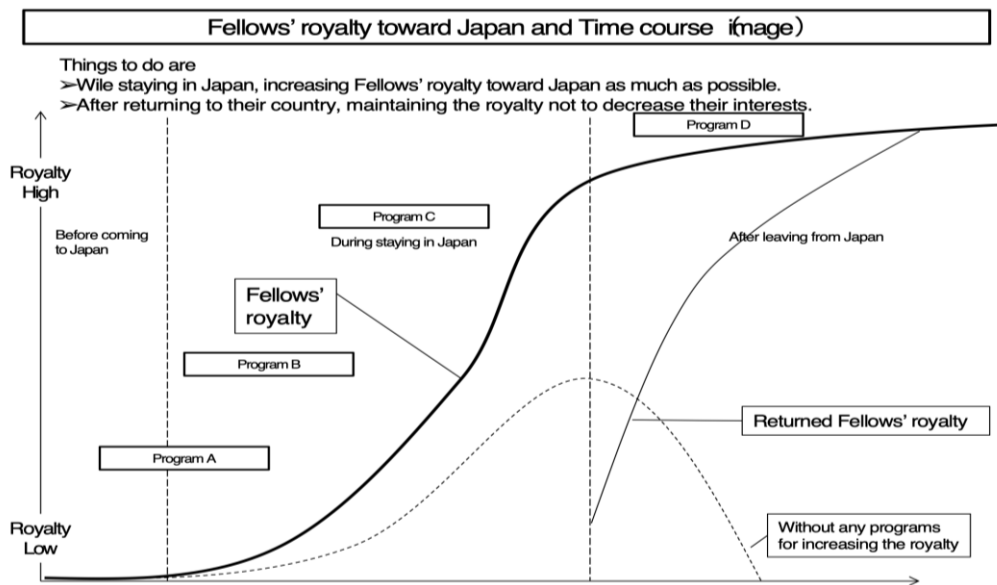


Figure 11: Fellows' Royalty toward Japan and Time Course (image)<sup>39</sup>

### iii) Networking with Japanese Government Officials

From the viewpoint of improving loyalty to Japan, the measures to be provided to the JDS fellows during their stay in Japan generally include the holding of lessons for understanding the Japanese culture and seminars for informing about development experience in Japan. However, it is desirable to implement measures utilizing the greatest characteristics of the JDS, which mean that the JDS fellows are government officials involved in policy making of each country. For the JDS fellows who are expected to serve as a bridge between Japan and Kenya as a person fond of or familiar with Japan, a network with the Japanese ministries would be useful for their future career. It is desirable to provide support for establishing a network through exchange with administrative officials and the holding of seminars and workshops with the persons concerned with the Japanese ministries as a lecturer.

The network formulated by these measures is practical for the fellows' operations after they return home, giving an incentive to the students to maintain such network and therefore it is expected to establish a continuous relationship.

### iv) Roles to be Performed by the Agent

#### (a) Role as a Mediator

The JDS fellows formulate a network with various Japanese people during their stay in Japan. However, it is not easy to meet an appropriate person only by establishing a personal relationship between individuals and such network merely connects a point with a point, having only a sporadic effect. For this reason, the agent is expected to function as a mediator between the JDS fellows and the Japanese ministries and the persons concerned with ODA. It is expected that the agent will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements. Figure 12 shows the image of role of the agent as mediator to serve in matching and networking between fellows and concerned persons.

<sup>39</sup> Made by the consultant.

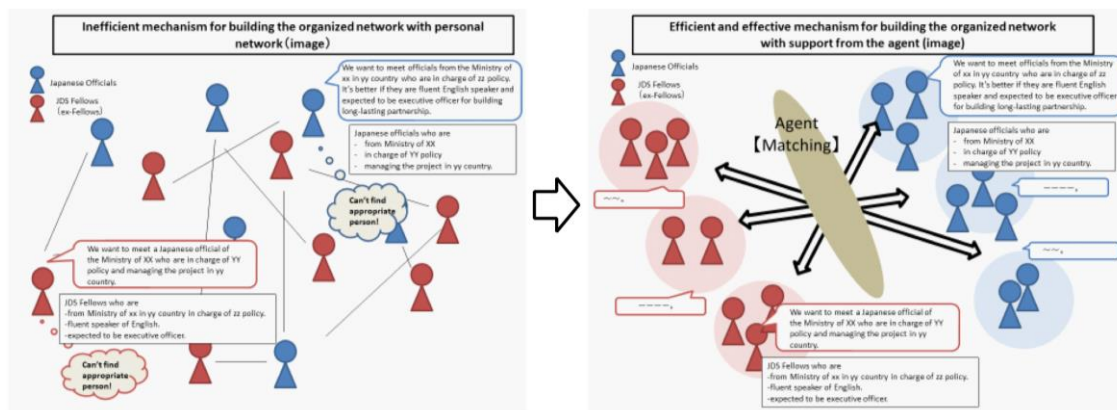


Figure 12: Roles as a Mediator by the Agent<sup>40</sup>

(b) Firm Network Foundation with JDS Fellows

The agent gets involved with the JDS fellows from the time of public announcement for recruitment and selection, regularly contacts the fellows through monitoring, etc. during their stay in Japan and provides immediate support in the case of emergency. For the JDS fellows, the agent is like a partner having a firm trust relationship. For this reason, the agent can understand the information on the quality and other matters of JDS fellows in a detailed and integrated manner.

Generally speaking, a problem arising in connection with the follow-up of the students is to obtain the information on their whereabouts after returning home. In the JDS, the agent and the JDS fellows have a trust relationship and therefore the JDS fellows can contact the agent even after returning home, and they have already established a relationship and system that enable us to know the detailed matters on the students' division and work.

The role to be played by the agent would be to function as the network foundation with the JDS fellows who are staying in Japan or have returned home based on their mutual trust relationship. The agent's function for establishing a relationship with the JDS fellows should be focused on from the viewpoint of follow-up activities.

(c) Network Foundation with the Japanese Ministries

On the other hand, it is also important to advertise JDS to the persons concerned with the Japanese ministries. According to the questionnaire survey conducted by the agent independently, the degree of recognition of the JDS by the persons concerned with the Japanese ministries is very low<sup>41</sup>. However, the importance of a network with the JDS fellows is high for the persons concerned with the Japanese ministries. For example, in terms of the infrastructure export, human resource development is considered to form the basis of all measures taken for the infrastructure export and its many-sided significance was also pointed out by the Ministerial Meeting on Strategy relating to Infrastructure Export and Economic Cooperation<sup>42</sup>.

<sup>40</sup> Made by the consultants.

<sup>41</sup> Questionnaire of "Asian Government Leaders Networking Event" sponsored by JICE

<sup>42</sup> Cabinet Office, Government of Japan, 16<sup>th</sup> Economic Cooperation Infrastructure Conference

It is important to inform them that the JDS fellows from the ministries involved in the projects developed by each ministry in Kenya are staying in Japan; that the former JDS fellows have been actually promoted in each country and are playing an important role for diplomacy and economy; and that the existence of the agent facilitates us to select an appropriate network conveniently and thereby creating an opportunity for utilizing the JDS. If the persons concerned with the Japanese ministries recognize the JDS fellows as “diplomatic assets” and can utilize them, the value of JDS will be improved.

For this reason, the agent is expected to have a network with, and the ability to transmit information to not only the persons concerned with ODA, but also the Japanese ministries.

The measures mentioned above will make the JDS a human development project that can achieve the development of the relevant country and the economic growth of Japan at the same time, enabling the establishment of win-win relationship between Japan and Kenya.

### **3.6. Conclusion**

The preparatory survey clarified the priority of development issues of Kenya based on its national development plan and the Government of Japan’s aid policy, taking the aim and characteristics of JDS, and political and social background and conditions of Kenya into consideration, and reached an agreement for the framework of JDS. In addition, the survey team conducted a supplementary survey, referring to the characteristics of the public servant system of Kenya, on the role, position, human resource development need, potential candidates of target institutions estimated to have relation with the sub-programs. As a result, the scale of JDS, that is, four-term in one-package, and draft program plans for each sub-program (sub-program basic plan) have been formulated. As mentioned above, the validity of implementing JDS in Kenya is judged to be high and significantly meaningful.

Ministries and agencies the team visited in Kenya showed high expectation towards JDS; we confirmed that the capacity development of young civil servants through JDS was consistent with the needs of the Kenyan Government.

SDPS, which is planned to be the chair of the Operating Committee of Kenya, plays the central role in the training of Kenyan civil servants and thus has influence on overseas training dispatch process in the Kenyan Government. Therefore, the structure of Kenyan side is robust and highly reliable.

In the preparatory survey focused on the civil servant system of Kenya, we collected and analyzed information required for the achievement of JDS objectives under the civil servant system of Kenya as well as making JDS beneficial in developing human resource of the Kenyan Government.

Before the preparatory survey, donors had recognized that the Kenyan Government stopped hiring young civil servants for a long time due to a financial difficulty and thus the number of civil servants aged 40 or younger was small. However, no documents reporting this issue in detail have been prepared. We therefore expect that the outcomes of this preparatory survey, information and results of analysis concerning the unique public servant system of Kenya and the human resource development need, will be of great use in launching JDS in Kenya, planned to be in July 2020 at the earliest, and implementation and management of the program.

In the project designing conducted in Kenya, the purpose of Kenya’s JDS was set as “to foster public servants who can contribute to solutions of development issues.” This is consistent with the purpose proposed in the JDS basic research conducted in FY2019. The preparatory survey also aimed to design the system that could enhance the effect of JDS by clarifying roles that JDS should play in Kenya and selecting target fields and institutions taking account of many other development projects and availability of other long- and short-term training programs in Kenya.

For example, ABE Initiative participants, which aims to support Japanese companies in entering Africa, are mainly from governmental organizations engaging in foreign investments and trade or technical fields. The current target of the Kenyan government-sponsored study abroad program is students of science and engineering fields. Accordingly, JDS will select civil servants engaging in formulation and implementation of national strategies and policies as the main target of JDS to differentiate it from the above-mentioned programs.

As a result of the project designing conducted in Kenya, the purpose proposed by the basic research survey conducted FY2019<sup>43</sup>, that is, “to foster high-level public servants for policy formulation and implementation and core public servants equipped with expertise that can contribute to solutions of development issues” was set as the purpose of JDS in Kenya. In the course of implementing the program, however, selecting as many JDS fellows as possible from government organizations engaging in policy formulation and implementation and their key ministries among all Kenyan government organizations is very important.

President of JICA, Mr. KITAOKA Shinichi wrote in his work<sup>44</sup> the necessity to recruit students from governmental organizations engaging in economy matters for international student programs offered to African countries. As Mr. KITAOKA’s writing, graduates of these programs will become key players in formulating important policies and making political decisions in the Government of their home country in future. By increasing the number of human resources suitable for these roles as many as possible, another purpose of JDS, that is, strengthening of bilateral relationship between Japan and Kenya, more specifically, promoting the development of network between Japanese stakeholders including JICA Kenya Office and key persons in the Kenyan Government would progress. Furthermore, the continuous implementation of JDS for a long term would foster human resources that contribute further to solutions of development issues and bring greater impact.

End

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<sup>43</sup> “Verification of Impact of the Project for Human Resource Development Scholarship (JDS)” Basic survey report, February 2020, International Development Center of Japan (IDCJ) , page 117

<sup>44</sup> “Re-read the world map- The Geopolitics of Cooperation and Equilibrium-“, Shinichi Kitaoka, May 2019

## **List of Appendixes**

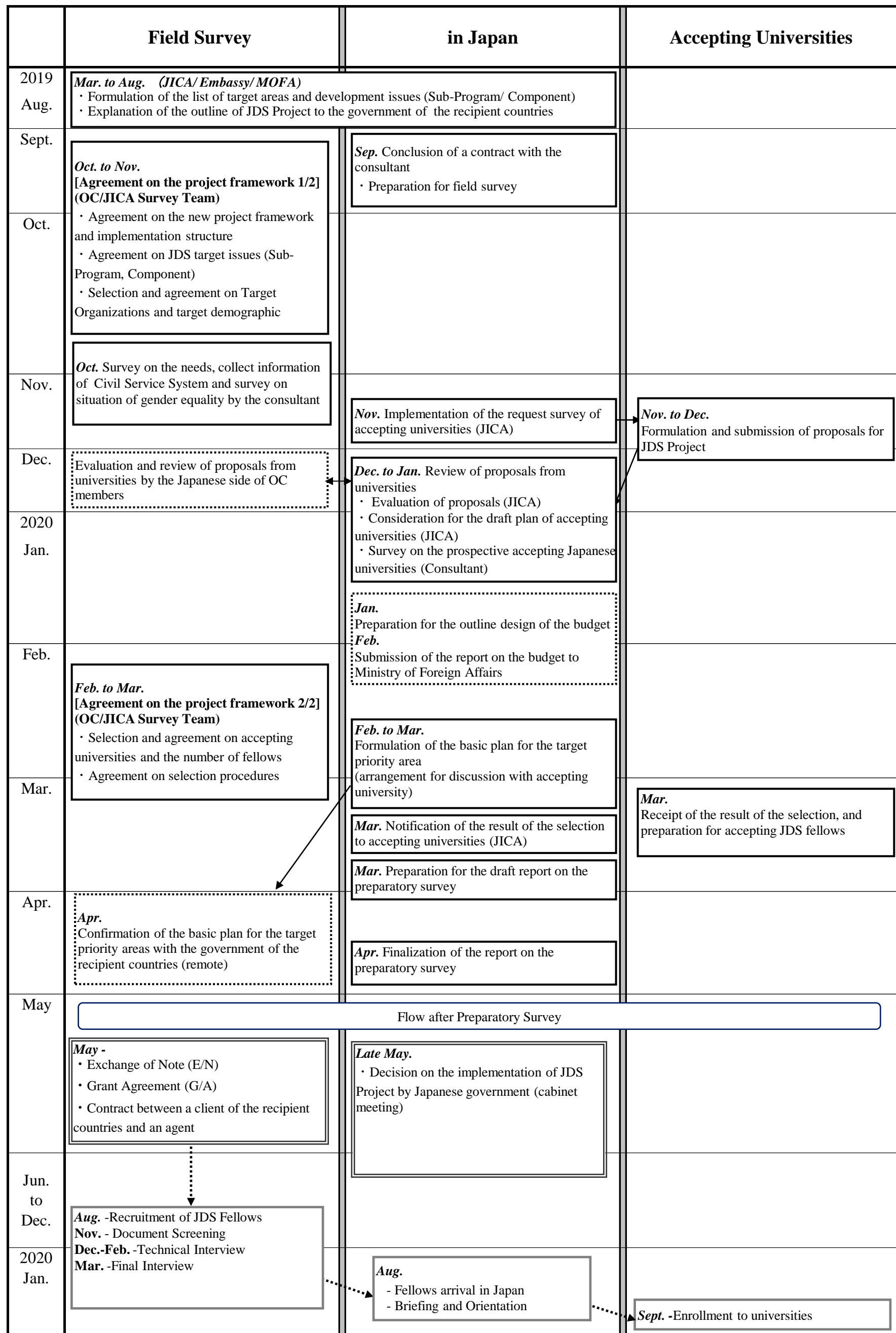
1. Member List of the Survey Team
2. Flowchart of the Preparatory Survey for JDS
3. List of Contact Persons
4. Minutes of Discussions (M/D)
5. The Number of JDS Fellows to be accepted for the Next  
Four Batches under the JDS in Kenya

### Member List of the Survey Team

Name	Assigned Work	Organization and Position
Mr. KATO Ryuichi	Leader	Director General Africa Department, JICA
Mr. YAMAE Mikuni	Cooperation Planning	Deputy Assistant Director Grant Aid Project Management Division 2, Financial Cooperation Implementation Department/ Strategic Planning Division, Operation Strategy Department, JICA
<Consultants>		
Mr. SHIONOYA Tsuyoshi	Human Resource Development Planning	Managing Director International Student Programs Department I, JICE
Ms. HASHIMOTO Wakako	Overseas Study Planning I	Assistant Director International Student Programs Division, International Student Programs Department I, JICE
Ms. HASEGAWA Sawa	Overseas Study Planning II	Principal Consultant Project Management Department, Certified Professional Evaluator, OPMAC Corporation
Ms. HOSHINO Miku	Needs Study	Staff International Student Programs Division, International Student Programs Department I, JICE



Flowchart of the Preparatory Survey for JDS



The Project for Human Resource Development Scholarships (JDS)  
List of Contact Persons during the First Field Survey in Kenya

**List of Contact Persons**

**1. Discussion on the Minutes**

Date and Time	Contact Persons	Remarks
2019 October 8th, Tue 11:00-12:30	<ul style="list-style-type: none"> <li>■State Department of Public Service</li> <li>-Dr. Simon M. Angote, Director of Human Resource Management &amp; Development (HRD &amp; M)</li> <li>-Mr. Jackson S Alwang'a, Deputy Director of HRM&amp; D</li> </ul>	Discussion with the Operating Committee Members
October 9th, Wed 9:00-10:30	<ul style="list-style-type: none"> <li>■JICA Kenya Office</li> <li>-Mr. Sugimoto Satoshi, Senior Representative</li> <li>-Mr. Takahashi Yukio, Representative, Energy Sector&amp; Private Sector Investment Finance (PSIF)</li> <li>-Ms. Joyce Gatambia, Programme Officer</li> </ul>	
October 17th Thu. 10:00-	<ul style="list-style-type: none"> <li>■State Department of Public Service</li> <li>-Mr. Stephen Wambua Kakulu, Deputy Director of HRM&amp;D</li> <li>-Mr. Jackson Alwanga, Deputy Director of HRM&amp; D</li> </ul>	
October 22nd Tue. 9:00-12:00	<ul style="list-style-type: none"> <li>■JICA Kenya Office</li> <li>-Mr. Kato Ryuichi, Director General, Africa Department</li> <li>-Mr. Sugimoto Satoshi, Senior Representative</li> <li>-Mr. Yamae Mikuni, Deputy Assistant Director</li> </ul>	

<p>October 22n Tue. 14:00-16:00</p>	<p>■Minutes Discussion <b>(SDPS)</b> -Ms. Mary W. Kimonye, Principal Administrative Secretary/Accounting Officer, -Ms. Mary Maungu, Secretary of HRM - Mr. Jackson Alwanga, Deputy Director of HRM&amp; D -Mr. Stephen Wambua Kakulu, Deputy Director of HRM&amp;D -Ms. Wangari M. Ndia -Mr. Kefa Moegi Motendo, Legal Unit <b>(JDS Survey Team)</b> -Mr. Kato Ryuichi, Director General, Africa Department -Mr. Sugimoto Satoshi, Senior Representative -Mr. Yamae Mikuni, Deputy Assistant Director -Ms. Joyce Gatambia, Programme Officer</p>	<p>Discussion on the 2nd Operating Committee Members</p>
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## 2. Visit to expected Target Organizations

Date	Contact Persons	Remarks
<p>2019 October 11th, Fri 12:30-13:30</p>	<p>■Ministry of Transport, Infrastructure, Housing, Urban Development &amp; Public Works -Mr. Benedict Mutunga Joseph, Regional Mechanical Engineer, Bungoma Region</p>	<p>Expected Target Organizations</p>
<p>October 14th Mon. 9:00-10:00</p>	<p>■Ministry of Industrialization, Trade and Enterprise Development -Dr. Judy Njeru, Director of HRM&amp;D -Mrs. Jenipher Odera, Principal of HRM -Mrs. Ruth K. Bosire, Director HRM&amp;D -Mrs. Jayne Kwamboka Asuma, Deputy Director, HRM&amp;D</p>	
<p>October 14th Mon. 11:00-11:30</p>	<p>■Ministry of Agriculture, Livestock, Fisheries and Cooperatives- State Department (SD) of Crop Development and Agricultural Research Department -Mr. Sylvester Abuga, Senior HR -Mrs. Catherine K. Mwenda, Deputy Director of HRM&amp;D</p>	
<p>October 14th Mon. 11:30-12:00</p>	<p>■Ministry of Agriculture, Livestock, Fisheries and Cooperatives - SD of Livestock -Mrs. Loice Abukutsa Ojango, Head of HRM&amp;D</p>	

October 14th Mon. 12:00-12:30	<ul style="list-style-type: none"> <li>■Ministry of Agriculture, Livestock, Fisheries and Cooperatives - SD of Fisheries</li> <li>-Mr. Sylvester Omondi Bolo, Director of HRM&amp;D</li> </ul>	Expected Target Organizations
October 14th Mon. 12:30-13:00	<ul style="list-style-type: none"> <li>■Ministry of Water and Sanitation</li> <li>-Mrs. Emmy Magotsi, HR Administrator</li> <li>-Mr. Henry M. Mosa, Director of HRM&amp;D</li> </ul>	
October 15th Tue. 8:00-9:30	<ul style="list-style-type: none"> <li>■Public Service Commission</li> <li>-Mr. S.K. Kirogo, Chairman</li> <li>-Dr. Reuben Chirchir, Commissioner</li> <li>-Mr. Andrew N. Muriuki, Commissioner</li> <li>-Dr. Obongo Sylvester, Director-Performance and Service Delivery Transformation</li> <li>-Mrs. Salma A. Ahmed, Commissioner</li> </ul>	
October 15th Tue. 10:00-10:30	<ul style="list-style-type: none"> <li>■Ministry of Foreign Affairs</li> <li>-Dr. Lilian Nzavi, Director HRM &amp;D</li> </ul>	
October 15th Tue. 11:00-11:45	<ul style="list-style-type: none"> <li>■The National Treasury and Planning</li> <li>-Mrs. Agnes Mucheru, Senior Assistant HRM&amp;D</li> <li>-Mr. Charles M. Mutiso, Senior Assistant Director of Asia Pacific Division</li> </ul>	
October 15th Tue. 12:00-12:30	<ul style="list-style-type: none"> <li>■Kenya Revenue Authority</li> <li>-Mr. Eutycus Kariuki, Manager of Domestic Taxes</li> </ul>	
October 15th Tue. 15:00-16:00	<ul style="list-style-type: none"> <li>■Kenya National Bureau of Statistics</li> <li>-Mrs. Rose D. A Awino, Senior Manager of HRM&amp;D</li> </ul>	
October 15th Tue. 16:00-16:30	<ul style="list-style-type: none"> <li>■Central Bank of Kenya</li> <li>-Mrs. Asenath Bore, Training Director</li> </ul>	
October 16th Wed. 9:00-9:30	<ul style="list-style-type: none"> <li>■Ministry of Devolution and ASALS-SD of Devolution</li> <li>-Mr. Daniel Ouma Okwiri, Principal of HRM&amp; D</li> </ul>	
October 16th Wed. 12:30-13:00	<ul style="list-style-type: none"> <li>■Nairobi County</li> <li>-Mrs. Beatrice Elachi , Speaker</li> <li>-Mr. Mike Awiti Wao, Chief staff</li> <li>-Ms. Alice Kahuthu, Deputy Director of HR</li> </ul>	
October 16th Wed. 12:30-13:00	<ul style="list-style-type: none"> <li>■Attorney General Office</li> <li>-Mrs. Pauline Mcharo, Legal Advisory and Resource Development</li> </ul>	
October 16th Wed. 14:00-15:00	<ul style="list-style-type: none"> <li>■National Environmental Management Authority (NEMA)</li> <li>-Mrs. Esther Chege, HR</li> <li>-Mr. Cyrus Mbuvi, Deputy Director of HR</li> <li>-Mr. Emmanuel Wekesa</li> </ul>	

October 16th Wed. 15:30-16:00	<ul style="list-style-type: none"> <li>■Ministry of Interior and Coordination for National Government</li> <li>-Mrs. Agnes Kariuki, Deputy Director of Training</li> <li>-Mrs. Zipporah Mutahi, Deputy Director of HR</li> </ul>	Expected Target Organization
October 17th Thu. 11:00-11:30	<ul style="list-style-type: none"> <li>■Ministry of Environment and Forestry</li> <li>-Mrs. Rosemary Wamoto, Deputy Director of HRM&amp;D</li> </ul>	
October 17th Thu. 14:00-14:30	<ul style="list-style-type: none"> <li>■Ministry of Transport, Infrastructure, Housing, Urban Development &amp; Public Works- SD of Urban Development</li> <li>-Mr. Dennis Mwirola, Deputy Director of HRM&amp;D</li> </ul>	
October 17th Thu. 14:00-14:30	<ul style="list-style-type: none"> <li>■Ministry of Devolution and ASALS SD of ASALS</li> <li>-Mr. Hudson A. Mugodo, Director of HRM</li> </ul>	
October 18th Fri. 10:00-10:30	<ul style="list-style-type: none"> <li>■Water Resource Authority (WRA)</li> <li>-Ms. Nina Abira, HR Administrator</li> </ul>	
October 18th, Fri. 10:00-10:30	<ul style="list-style-type: none"> <li>■Ministry of Energy</li> <li>-Mr. Isaac Kiva, Secretary, Renewable Energy</li> <li>-Mrs. Nancy Wachira, Assistant Director of HRM&amp;D</li> </ul>	
October 18th Fri. 11:00-11:30	<ul style="list-style-type: none"> <li>■Ministry of Health</li> <li>-Ms. Mary Njeri Ngurimu, HR Administrator</li> </ul>	
October 18th Fri. 12:00-12:30	<ul style="list-style-type: none"> <li>■Ministry of Lands and Physical Planning</li> <li>-Ms. Rachel, HR</li> </ul>	
October 18th Fri. 12:30- 13:00	<ul style="list-style-type: none"> <li>■Ministry of Transport, Infrastructure, Housing, Urban Development &amp; Public Works-SD of Urban Development</li> <li>-Mr. Henry Obanyi, Director of HRM&amp;D</li> </ul>	
October 22nd Tue. 10:00-10:30	<ul style="list-style-type: none"> <li>■National Lands Commission</li> <li>-Mr. Ben Bett, Director of HRM</li> </ul>	
October 23rd Wed. 10:00-11:30	<ul style="list-style-type: none"> <li>■Public Service Commission</li> <li>-Dr. Obongo Sylvester Odhiambo, Director of Performance and Service Delivery Transformation</li> <li>-Ms. Joan A. Machayo, Director of HRM&amp;D</li> </ul>	
October 23rd Wed. 11:30-12:00	<ul style="list-style-type: none"> <li>■Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works-Housing</li> <li>-Mr. Dennis Mwirola, Deputy Director of HRM</li> </ul>	

October 25th, Friday 14:00-15:00	<p>■Office of the Director of Public Prosecutions</p> <p>-Mrs. Mary Kathungu, Senior Assistant Director of HRD</p> <p>-Mr. James Warui, Head Of Prosecutors Training Institute</p> <p>-Mr. Edwin Balongo, Prosecution Counsel</p>	
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### 3. Visit to Other Organizations

Date and Time	Contact Persons	Remarks
2019 October 9th, Wed. 11:00-12:30	<p>■JETRO Nairobi Office</p> <p>-Mr. Naoe Atsuhiko, Exective Director</p>	Information Concerning Hiring System in Kenya
October 9th, Wed. 15:30-16:30	<p>■Kenya Industrial Research and Development Institute (KIRDI)</p> <p>-Dr. Martha Induli, Deputy Director, Research Technology and Innovation</p> <p>-Mr. Benson Kipkemboi, Research Scientist Materials &amp; Processes Engineering Research Division</p>	Information Concerning Needs of Human Resources in Kenya
October 10th, Thu. 11:00-11:30	<p>■High Commission of India</p> <p>-Mr. Ashish Sinha, Deputy High Commissioner and DPR to UNEP &amp; UN-HABITAT</p> <p>-Mr. Saurabh, Second Secretary</p>	Organizations Related to Scholarship Programs in Kenya
October 11th, Fri 11:00-12:00	<p>■The Embassy of Japan in Kenya</p> <p>-Mr. Tashiro Seiji, Director/ First Secretary Japan Information&amp; Culture Center</p>	Information Concerning MEXT Program and Alumni Activities in Kenya
October 14th, Mon. 15:00-16:00	<p>■Kenya Agricultural &amp; Livestock Research Organization (KALRO)</p> <p>-Dr. Joseph Gichane Mureithi, Deputy Director General of Livestock</p>	Information Concerning Needs of Human Resources in Kenya
October 16th, Wed. 9:00-10:00	<p>■KOICA</p> <p>-Ms. Yunjung Han, Deputy Country Director</p> <p>-Ms. Aidah Mtende, Program Officer</p>	Organizations Related to Scholarship

<p>October 18th, Fri. 8:00-9:00</p>	<p>■British Council -Thomas Richmond, Second Secretary Political -Ms. Anne Maina, Chevening Officer, Political Section</p>	<p>Programs in Kenya</p>
<p>October 23rd, Wed. 12:00-</p>	<p>■JICA Ex-Participants Alumni of Kenya (JEPAK) -Mrs. Agnes Chika, Chairperson</p>	<p>Information Concerning Alumni Activities in Kenya</p>
<p>October 23rd, Wed. 15:30~16:30</p>	<p>■Kenya School of Government -Ms. Nura Mohamed, Director of HRM</p>	<p>Information Concerning Needs of Human Resources in Kenya</p>

**MINUTES OF DISCUSSIONS  
ON THE PREPARATORY SURVEY OF  
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP  
TO THE REPUBLIC OF KENYA**

Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched a Preparatory Survey Team (hereinafter referred to as "the Team") headed by Ryuichi Kato, Director General, Africa Department, JICA to from October 22 to 27, 2019.

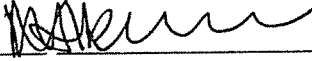
The team held discussions with members of the State Department for Public Service, Ministry of Public Service, Youth and Gender on 22nd October, 2019. Both parties reached an agreement on implementation of the project for Human Resource Development Scholarship (hereinafter referred to as "the JDS Project") as attached hereto.

Nairobi, October 23th, 2019

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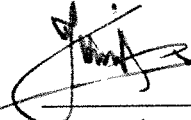
For Ryuichi KATO  
Leader  
Preparatory Survey Team  
Japan International Cooperation Agency



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Mary W. KIMONYE (Mrs.), MBS  
Principal Administrative Secretary/  
Accounting Officer,  
Ministry of Public Service, Youth and Gender

Witness:



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Dr. Julius M. MUIA, EBS  
Principal Secretary  
The National Treasury



## **I. Objective of the Preparatory Survey**

The Republic of Kenya (hereinafter referred to as "Kenya") side understood the objectives of the Preparatory Survey explained by the Team referring to ANNEX 1 "Flowchart of the Preparatory Survey of the JDS Project".

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project to be implemented under Japan's grant aid from the Japanese fiscal year 2020 to 2023
- (2) To design the outline of the JDS Project through collecting basic information on human resource development for public servants in Kenya
- (3) To explain the outline of the JDS Project to the Kenya side
- (4) To estimate overall costs of the first cycle, that is a period of four years, of the JDS Project

## **II. Objective of the JDS Project**

The objective of the JDS Project is to support human resource development in recipient countries of Japanese Grant Aid, through highly capable, young public servants and others, who are expected to engage in formulating and implementing social and economic development plans as well as are expected to become leaders in their countries, by means of accepting them in Japanese universities as JDS Fellows. Moreover, the Project aims to strengthen the partnership between their countries and Japan.

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

## **III. Framework of the JDS Project**

### **1. Project Implementation under the Operating Guidelines**

The Kenya side confirmed that the JDS Project is implemented under the framework described in the "Operating Guidelines of the Project for Human Resource Development Scholarship (ANNEX 2)" and "Flowchart of JDS Kenya (ANNEX 3)" including the following items.

### **2. Implementation Coordination**

Both sides confirmed that the implementation coordination of the JDS Project is as follows.

#### **(1) Implementing Organization**

Ministry of Public Service, Youth and Gender (hereinafter referred to as "MPSYG") is responsible for administrative matter of the JDS Project, and therefore MPSYG is regarded as the Implementing Organization.

(2) Operating Committee (“the Committee”)

The Committee is composed of the representatives from the following organizations.

Kenya side

- Ministry of Public Service, Youth and Gender (Co-chair)
- National Treasury

Japan side

- JICA Kenya Office (Co-chair)
- Embassy of Japan

**3. Target Areas of the JDS Project**

Based on the discussion held between both sides, target priority areas as Sub-Program and target development issues as Component are identified as below.

Development Issue as Component

- Improvement of Public Administrative Capacity of Central and County Governments
- Capacity Building for Economic Planning / Policy and Public Financial Management / Public Investment Management
- Capacity Building for Legal Development and Operation
- Capacity Building for Urban and Regional Development Plans / Policies

**4. Target Organizations**

Both sides agreed to select the candidates of the JDS Project from public servants mainly from the target organizations in accordance with the allocated Component mentioned above. The target organizations shall be finalized at the committee meeting before starting recruitment based on the tentative list of target organizations (ANNEX 4).

**5. Maximum Number of JDS Fellows (Master's Program)**

The total number of JDS Fellows for the first batch in the Japanese fiscal year 2021 shall be at 12 and this number would indicate the maximum number per batch for four batches of Master's program, from the Japanese fiscal year 2020 to 2023.

**6. Accepting Universities and Supposed Numbers of JDS Fellows per University**

The Kenya side agreed that the Team will select and propose suitable universities based on eligibility of proposals to the target areas and the universities shall be agreed during the next survey in February 2020

**7. Monitoring and Evaluation**

It was agreed that monitoring and evaluation of JDS graduates should be done actively by the Government of Kenya for expanding their outcomes and human network. In order to understand the features of the JDS Project, the Team recommended to dispatch a monitoring mission to Japan formed by the committee members in its implementation stage. The Kenya side welcomed to participate in the monitoring mission.

*Handwritten signature*

## **8. Introduction of PhD Program in Japan under the JDS Project**

The Team explained that PhD Program could be also introduced in Kenya after confirmation of its needs in the target organizations in order to contribute to development of the country. PhD program would be offered at most one (1) slot per batch.

## **IV. Undertakings of the Project**

Both sides confirmed the undertakings of the Project as described in Annex 5. Especially, the Government of Kenya shall open the Bank Account (Banking Arrangement: B/A) after signing on G/A. Afterwards, the Government of Kenya shall issue the Authorization to Pay (A/P) for the payment to the Agent (consultant) within one (1) month after the signing of the contract agreement. Within the framework of the JDS project, the Bank Account shall be opened for each G/A per batch of JDS Fellows, and the A/P shall be issued for each contract of the Agent.

## **V. Other Matters Discussed**

### **1. Selection of the JDS Fellows**

Both parties confirmed the importance of recruitment and selection of the appropriate candidates, and posting and allocation of the returned JDS Fellows in order to assure the project outcome.

Especially it was agreed that promotion of JDS and recruitment of the competent candidates should be done actively by Kenya.

### **2. Follow-up of the JDS Fellows**

It was agreed that monitoring and evaluation of returned JDS Fellows should be done actively by Kenya for expanding their outcomes and human network.

ANNEX 1: Flowchart of the Preparatory Survey of the JDS Project

ANNEX 2: Operating Guidelines of the Project for Human Resource Development Scholarship

ANNEX 3: Flowchart of JDS Project for the Succeeding Four Batches (Draft)

ANNEX 4: Design of JDS Project for four batches (Draft)

ANNEX 5: Undertakings of the Project

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Flowchart of the Preparatory Survey of the JDS Project

	Field Survey	in Japan	Accepting Universities
2019			
Aug.	<p><i>Mar. to Aug. (JICA/Embassy/MOFA)</i></p> <ul style="list-style-type: none"> <li>Formulation of the list of target areas and development issues (Sub-Program/ Component)</li> <li>Explanation of the outline of JDS Project to the government of the recipient countries</li> </ul>		
Sept.		<p><i>Sept.</i> Conclusion of a contract with the consultant</p>	
Oct.	<p><i>Oct. to Nov.</i></p> <p>[Agreement on the project framework 1/2] (OC/JICA Survey Team)</p> <ul style="list-style-type: none"> <li>Agreement on the new project framework and implementation structure</li> <li>Agreement on JDS target issues (Sub-Program, Component)</li> <li>Selection and agreement on Target</li> </ul>		
Nov.	<p><i>Nov.</i> Survey on the needs, collect information of Civil Service System and survey on situation of gender equality by the consultant</p>	<p><i>Nov.</i> Implementation of the request survey of accepting universities (JICA)</p>	<p><i>Nov. to Dec.</i> Formulation and submission of proposals for</p>
Dec.	<p>Evaluation and review of proposals from universities by the Japanese side of OC members</p>	<p><i>Dec. to Jan.</i> Review of proposals from universities</p> <ul style="list-style-type: none"> <li>Evaluation of proposals (JICA)</li> <li>Consideration for the draft plan of accepting universities (JICA)</li> <li>Survey on the prospective accepting Japanese universities (Consultant)</li> </ul>	
2020			
Jan.	<p><i>Jan. to Feb.</i></p> <p>[Agreement on the project framework 2/2] (OC/JICA Survey Team)</p> <ul style="list-style-type: none"> <li>Selection and agreement on accepting universities and the number of fellows</li> <li>Agreement on selection procedures</li> <li>Confirmation of follow-up activities</li> </ul>	<p><i>Jan.</i> Preparation for the outline design of the budget</p> <p><i>Feb.</i> Submission of the report on the budget to Ministry of Foreign Affairs</p> <p><i>Feb. to Mar.</i> Formulation of the basic plan for the target priority area (arrangement for discussion with accepting university)</p>	
Feb.			
Mar.	<p><i>Mar.</i> Confirmation of the basic plan for the target priority areas with the government of the recipient countries (remote)</p>	<p><i>Mar.</i> Notification of the result of the selection to accepting universities (JICA)</p> <p><i>Mar.</i> Preparation for the draft report on the preparatory survey</p>	<p><i>Mar.</i> Receipt of the result of the selection, and preparation for accepting JDS fellows</p>
Apr.		<p><i>Apr.</i> Finalization of the report on the preparatory survey</p>	
Flow after Preparatory Survey			
May	<p><i>May -</i></p> <ul style="list-style-type: none"> <li>Exchange of Note (E/N)</li> <li>Grant Agreement (G/A)</li> <li>Contract between a client of the recipient countries and an agent</li> </ul>	<p><i>Late May.</i></p> <ul style="list-style-type: none"> <li>Decision on the implementation of JDS Project by Japanese government (cabinet meeting)</li> </ul>	
2020			
Jun. to 2021	<p><i>Aug.- Nov. [Recruitment &amp; Selection 1/2]</i></p> <ul style="list-style-type: none"> <li>OC meeting</li> <li>Recruitment of candidates</li> <li>1st screening by application document</li> <li>Health examination</li> </ul> <p><i>Dec.- Feb. [Selection 2/2]</i></p> <ul style="list-style-type: none"> <li>2nd screening by Technical Interview with university faculty</li> </ul>		
Mar. to Jul.	<p><i>Jul.</i> Pre-departure orientation</p>		
Aug.		<p><i>Aug.</i> Student Arrival Briefing and Orientation</p>	
Sep.			<p><i>Sept.</i> -Enrollment</p>

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# Operating Guidelines of the Project for Human Resource Development Scholarship by Japanese Grant Aid (JDS) under the New System

July, 2015

Japan International Cooperation Agency (JICA)

These operating guidelines apply to the Project for Human Resource Development Scholarship, which starts in/after Japanese fiscal Year 2015 under the New System.

## PART 1 Basic Principles

### 1. Preface

The purpose of the Project for Human Resource Development Scholarship (hereinafter referred to as the "JDS") is to support human resource development in developing countries that receive Japanese grant aid (hereinafter referred to as "recipient countries") through accepting highly capable, young government officials and others, who are expected to engage in formulating and implementing social economic development plans and are expected to become leaders in their countries, by means of accepting them in Japanese universities as JDS fellows. Moreover, the Project aims to strengthen the partnership between their countries and Japan.

JDS fellows accepted by the Project will acquire expert knowledge, conduct research, and build human networks at Japanese universities, and are expected to use such knowledge after returning to their work, 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 Project 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 Project 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 JDS Project**

### **(1) Basic Concept**

- (a) JDS is designed to foster exceptional human resources capable of working to resolve various development challenges in the recipient countries in future by imparting advanced expertise to JDS fellows through studying at Japanese universities. The recruitment, selection, and dispatch of JDS fellows shall be conducted based on mutual agreement of the concerned officials from recipient countries and Japan.
- (b) JDS contributes to strengthen the partnership between Japan and the recipient country by graduating a wide range of fellows who have deep understanding about Japan.
- (c) The courses offered by the JDS are basically master's course with considering the applicability and duration of study, but limited number of doctor's courses could be also offered when the proper needs for the human resource development in more advanced level as well as appropriate candidates are identified.
- (d) 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 fellows will be active on the international stage after their return to their home countries.
- (e) For the purpose of the JDS Project 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 future, the main fields of study are categorized in "Social Science" such as Law, Economics, Public Policy.

### **(2) JICA**

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

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

A designated authority of the government of the recipient countries shall take on a role of the Implementing Organization for JDS Project.

The Implementing Organization shall enter into contracts on the services for the JDS Project with an

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agent recommended by JICA.

#### **(4) The Consistency with the Framework of Japan's County Assistance Policy**

The priority fields of study shall be selected by each government of recipient countries and JICA among the study fields which are regarded as highly effective to cooperate in implementing the JDS Project, in a point of view that the JDS Project shall be consistent with the framework of Japan's Country Assistance Policy 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 fellows among the prospective accepting universities above, and determine the accepting universities.

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

Organizations which are eligible for the JDS Project 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.

The eligible organizations are required to cooperate in consultation with accepting universities, and in drafting the basic plan of the field of study.

Also, the Eligible Organizations are required to cooperate in inviting the applications from suitable persons among their officials.

#### **(7) Preparatory Survey**

Prior to the implementation of the JDS Project in the recipient countries, JICA shall conduct a preparatory survey. The preparatory survey shall be conducted every four year period to design the JDS Project for the period ("A batch of" : JDS fellows shall be accepted in each fiscal year of the four-year period constitutes one cycle of the JDS Project).

The major objectives of the preparatory survey shall be as follows<sup>1</sup>:

- (a) To agree on priority fields of study for JDS fellows,

<sup>1</sup> The following items are included in the preparatory survey started by July, 2015.

- (f) To select the candidates for the first batch
- (g) To prepare the basic plan of each priority field of study

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- (b) To agree on accepting Japanese universities,
- (c) To agree on eligible organizations of each priority field of study,
- (d) To identify the needs for human resource development including number of potential candidates for the JDS Projects
- (e) Discussion on measures for promoting meaningful outcome from the JDS Project,
- (f) Finding the outcomes from the JDS Project, in the case where the Project continues, and
- (g) To estimate overall costs of the first cycle, that is a period of four years, of the JDS Project.

### **(8) The Agent**

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

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

- (a) To work on the recruitment and selection procedures of JDS candidates,
- (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 Fellows,
- (d) To handle payment of tuition fees and scholarships,
- (e) To provide pre-departure and after arrival orientation on JDS before/after arrival in Japan to JDS fellows,
- (f) To monitor academic progress and living conditions of JDS fellows,
- (g) To organize JDS fellows' returning program which consists of support for necessary procedure on JDS fellows' returning, Evaluation meeting on JDS program upon the graduation, meeting for reporting the results after JDS Fellows' returning to their respective countries, and
- (h) To perform other duties necessary for JDS Project implementation.

### **(9) The Operating Committee**

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

The Operating Committee (hereinafter referred to as "the Committee") shall consist of government officials from related organizations of the recipient country (e.g.: diplomatic authorities, authorities in charge of economic cooperation, government official's personnel authorities, education authorities) 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

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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 Project design in the preparatory survey,
- (b) To select JDS fellows from the candidates,
- (c) To encourage the recipient country in utilization of ex-JDS fellows and following up them, and
- (d) To review other aspects related to the management and implementation of the JDS Project.

### **(10) Number of JDS Fellows**

The number of JDS fellows 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, two to five fellows shall be admitted in a graduate school for each fiscal year.

### **(11) 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 Project:
  - Expenses for recruitment and selection,
  - Expenses for pre-departure and after arrival orientation and arrangement in Japan,
  - Expenses for monitoring academic progress and living conditions of JDS fellows,
  - Expenses for JDS fellows' returning program which consists of support for necessary procedure on JDS fellows' returning, evaluation meeting on JDS program upon graduation, meeting for reporting the results after JDS Fellows' returning to their respective countries
- (b) Expenses necessary for the JDS fellows 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,
- Expenses for Special Program as customized activities provided for JDS fellows by accepting universities to maximize the impact of the Project, and others.

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

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

- (a) Nationality: Applicants must be citizens of the recipient country
- (b) Age: In principle, JDS fellows shall be between the ages of 22 and 39 (both inclusive) as of the first of April of the fiscal year of their arrival in Japan.
- (c) Applicants must not be serving in the military.
- (d) Persons who have strong will to work for the development of recipient countries after their return home.
- (e) Persons who have acquired a master's degree after studying abroad on a scholarship awarded by other foreign assistances are ineligible. Persons who are currently receiving or planning to receive another scholarship through other foreign assistance are ineligible as well.
- (f) JDS fellows must be in good health, both mentally and physically.
- (g) Persons who have English proficiency that is fluent enough for studying in Japan.

#### **(2) Recruitment and Selection**

- (a) Recruitment and selection policies

- ① Eligible organizations of each priority field of study shall invite applications for the JDS candidates from its own officials and submit qualified candidates to the Implementing Organization or the authority agreed among the Operating Committee. Recruitment from the public by the recipient country shall not be precluded if recruitment from the public is deemed to be reasonable.
- ② The selection of JDS fellows shall be unequivocally based on overall evaluation to each person's academic abilities and the suitability of research plan to the development issues in recipient countries. The fellows shall be determined through an examination of the application documents and interviews.

**(b) System for Selection**

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

**4. Conditions for Study in Japan**

**(1) Benefits**

**(a) Scholarships**

The Agent shall pay allowances, such as scholarships and tuition, directly to JDS fellows 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 fellow 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 fellow's early return to the recipient country in any of the following cases:

- ① A false statement has been found in the JDS fellow's application.
- ② The JDS fellow violates any article of his/her pledge to the recipient country.
- ③ The JDS fellow 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 fellow's study period in Japan, the recipient country shall monitor JDS fellows' academic progress regularly with the assistance of the Agent, and report the results to JICA.

## **(3) Follow up**

Because a key of the JDS Project is to create human networks and to encourage JDS fellows 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 fellow's activities after their return and promote academic and cultural exchange with Japan.

Furthermore, the recipient country shall study ways of assigning JDS fellows 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 Project smoothly, following the conclusion of the G/A, JICA shall recommend the consultant that undertakes the preparatory survey to the recipient country as the Agent.

### **2. Contract Procedure**

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

### **3. References to 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 fellows**

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

#### **5. Scope of Service**

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 fellows' 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.

#### **12. Project Modifications**

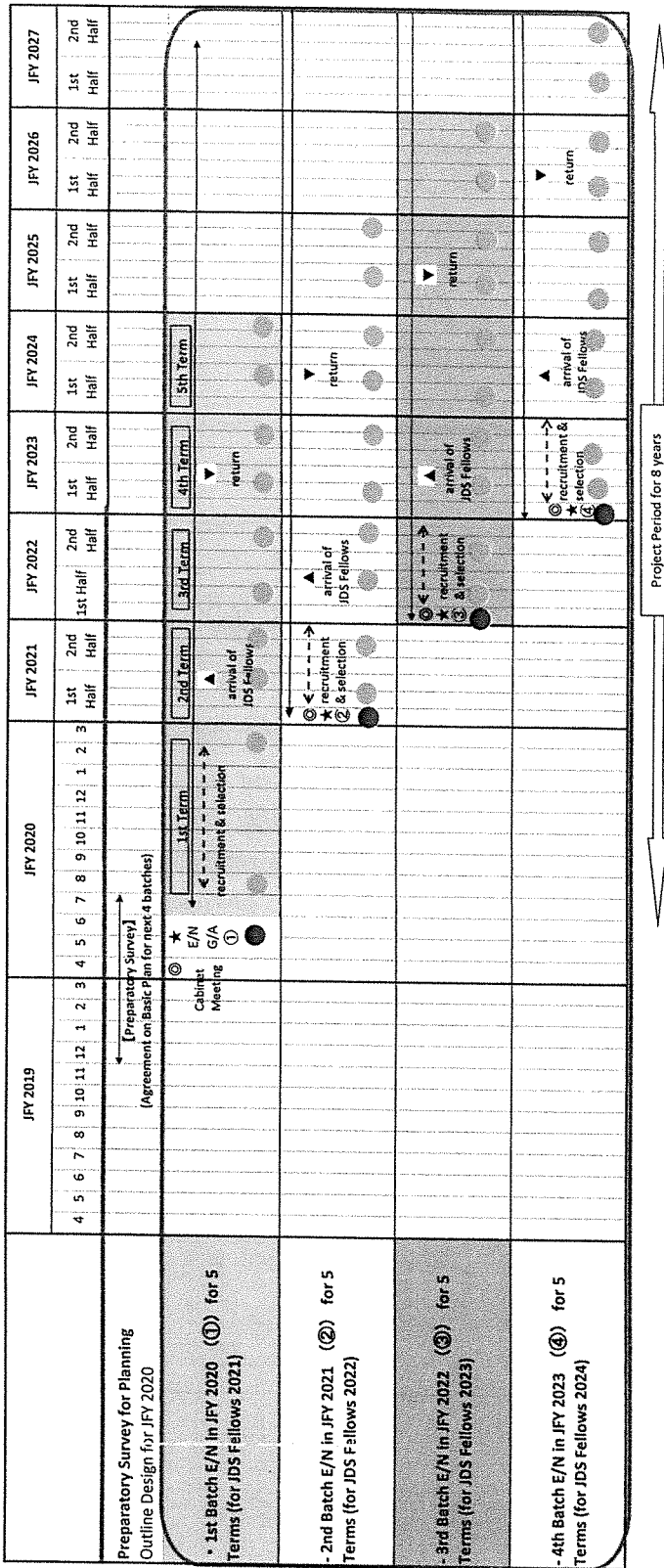
The Grant shall be used properly based on the Contract between the Implementing Organization of recipient country and the Agent which is verified by JICA. If unpredicted circumstances, however, require any modifications of the project, as illustrated below except minor modifications, the recipient country through the Agent shall obtain prior consent from JICA. The prior consent for the modifications is conducted by JICA to ensure that the modifications for the project are appropriate and whether any modifications are required on the contract price or not, however it does not mean that JICA will assume the legal or technical responsibilities for the substance of the modifications.

- 1) significant change of dispatching numbers of JDS fellows;
- 2) change of sub-program (JDS priority area)

\*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

Flowchart of JDS Project for the Succeeding Four Batches



- ⊙ : Cabinet Meeting
- ★ : Exchange of Notes (E/N), Grant Agreement (G/A)
- ▲ : Arrival
- ▼ : Return to the country
- : Payment Agent fee and Scholarship cost (covered by the Grant and payment of commission (not covered by the grant))
- : Payment of Advising commission

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## Design of JDS Project for the Succeeding Four Batches DRAFT as of 22 Oct 2019

Sub-Program (JDS Priority Areas)	Components (JDS Development Issues)	Number of Fellows	Possible Fields of Study	Tentative List of Target Organizations
I Improvement of Administrative Functions	1-1 Improvement of Administrative Capacity of Central and Local Governments	4	<ul style="list-style-type: none"> <li>Political Economy, Governance / Administration</li> <li>Local administration, Decentralization, Local autonomy</li> <li>International relations</li> <li>Health Policy</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Foreign Affairs</li> <li>Ministry of Interior and Co-ordination of National Government</li> <li>The National Treasury and Planning</li> <li>Ministry of Industry, Trade &amp; Co-operatives</li> <li>Ministry of Agriculture, Livestock, Fisheries and Irrigation</li> <li>Ministry of Health</li> <li>Ministry of Devolution and the ASALS</li> <li>Ministry of Public Service, Youth and Gender</li> <li>Counties*</li> </ul>
	1-2 Capacity Building for Economic Planning / Policy and Public Financial Management / Public Investment Management	3	<ul style="list-style-type: none"> <li>Theoretical economics (Macro, Micro)</li> <li>Public financial management / Public investment</li> <li>Industrial policy</li> <li>Financial policy</li> <li>Debt management</li> <li>Food Security</li> <li>Health Finance</li> </ul>	<ul style="list-style-type: none"> <li>The National Treasury and Planning</li> <li>Central Bank of Kenya</li> <li>Kenya Revenue Authority</li> <li>Kenya National Bureau of Statistics</li> <li>Ministry of Health</li> <li>Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works</li> <li>Ministry of Energy</li> <li>Counties*</li> </ul>
	1-3 Capacity Building for Legal Development and Operation	2	<ul style="list-style-type: none"> <li>Administration related laws</li> <li>Business-related laws</li> <li>International relations laws (Business, Marine etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Office of Attorney-General</li> <li>Ministry of Interior and Co-ordination of National Government</li> <li>The National Treasury and Planning</li> <li>Ministry of Industry, Trade &amp; Co-operatives</li> <li>Office of Director of Public Prosecutions</li> <li>Counties*</li> </ul>
	1-4 Capacity Building for Urban and Regional Development Plans / Policies	3	<ul style="list-style-type: none"> <li>City planning</li> <li>Regional development / Local development planning</li> <li>Urban infrastructure planning (Transportation, Water and sewage, Waste, etc.)</li> <li>Environmental management, Climate change countermeasures</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works</li> <li>Ministry of Lands and Physical Planning, National Land Commission</li> <li>Ministry of Water and Sanitation, Water Resource Authority</li> <li>Ministry of Environment and Forestry, National Environment Management Authority</li> <li>Counties*</li> </ul>
Maximum Number per year		12	* Nairobi County and Mombasa County are relevant regional governments for the assistant of the Japanese Government.	



## Undertakings of the Project

(I) Specific obligations of the Recipient which will not be funded with the Grant

NO	Items	Deadline	In charge	Estimated cost	Ref.
1	To establish an operating committee (hereinafter referred to as "the Committee") in order to discuss any matter that may arise from or in connection with the G/A	Within 1 month after signing on the G/A	SDPS		
2	To appoint the head of representatives of the Recipient who will be a chairperson of the Committee	Within 1 month after signing on the G/A	SDPS		
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing on the G/A	SDPS/NT		
4	To issue A/P to a bank in Japan (the Agent Bank) for the payment to the Agent	Within 1 month after receiving B/A from the Bank	SDPS/NT		
5	To bear the following commissions to a bank of Japan for the banking services based upon the B/A				
	1) Advising commission of A/P	Within 1 month after the signing of the agreement	SDPS	approx. JPY6,000	
	2) Payment commission for A/P	Every payment	SDPS	approx. 0.1% of the payment amount	approx. JPY 200,000 /per year
6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	SDPS		
7	To organize the Committee meeting	During the Project	SDPS		
8	To ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the country of the Recipient with respect to the purchase of the products and/or the services be exempted.	During the Project	SDPS		
9	To accord the Japanese physical persons and/or physical persons of third countries whose services may be required in connection with the supply of the products and/or the services such facilities as may be necessary for their entry into the country of the Recipient and stay therein for the performance of their work	During the Project	SDPS		
10	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	During the Project	SDPS		
11	To give due environmental and social consideration in the implementation of the Project	During the Project	SDPS		

(B/A: Banking Arrangement. A/P: Authorization to pay)

SDPS: State Development for Public Service, Ministry of Public Service, Youth and Gender

NT: National Treasury

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(2) Other obligations of the Recipient funded with the Grant

No	Items	Deadline	Amount (Million Japanese Yen)
1	To work on the recruitment and selection procedures of JDS candidates	During the Project	
2	To provide JDS candidates with information on study in Japan	During the Project	
3	To carry out matriculation procedures and make arrangements for trips to Japan for JDS fellows	During the Project	
4	To handle payment of tuition fees and scholarships	During the Project	
5	To provide pre-departure and after arrival orientation on JDS before/after arrival in Japan to JDS fellows	During the Project	
6	To monitor academic progress and living conditions of JDS fellows	During the Project	
7	To organize JDS fellow's returning program which consists of support for necessary procedure on JDS fellows' returning, evaluation meeting on JDS program upon the graduation, meeting for reporting the results after JDS fellow's returning to their respective countries, and	During the Project	
8	To perform other duties necessary for implementation of the Project.	During the Project	
	Total		TBC

(Note) Progress of the obligations of the Recipient may be confirmed and updated from time to time in a written form between JICA and the Recipient.

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**The Number of JDS fellows to be accepted for the Next Four Batches under the JDS in Kenya**

Sub-Program	Component	University	Graduate School	Expected Number of JDS Participants				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1 Improvement of Administrative Functions	1-1 Improvement of Administrative Capacity of Central and Local Governments	Graduate School Institute for Public Studies (GRIPS)	Graduate School of Policy Studies	2	2	2	2	8
		Hiroshima University	Graduate School of Humanities and Social Science	2	2	2	2	8
	1-2 Capacity Building for Economic Planning/ Policy and Public Financial Management/ Public Investment Management	International University of Japan	Graduate School of International Relations (GSIR)	3	3	3	3	12
	1-3 Capacity Building for Legal Development and Operation	Kyushu University	Graduate School of Law	2	2	2	2	8
	1-4 Capacity Building for Urban and Regional Development Plans/ Policies	Toyo University	Graduate School of Global and Regional Studies	3	3	3	3	12
Total				12	12	12	12	48