

**Federal Democratic Republic of Nepal
Ministry of Finance (MOF)**

**PREPARATORY SURVEY
ON
THE PROJECT FOR HUMAN RESOURCE
DEVELOPMENT SCHOLARSHIP
IN
THE FEDERAL DEMOCRATIC REPUBLIC
OF NEPAL

FINAL REPORT**

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**JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
JAPAN DEVELOPMENT SERVICE CO., LTD. (JDS)**

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SUMMARY

The Federal Democratic Republic of Nepal (hereinafter referred to as “Nepal”) presents a situation where the capacities and institutional framework of government organizations, including ministries and agencies, assigned to deal with various development issues are generally insufficient in terms of the staff strength, organizational structure, system, finance, etc., necessitating improvement of the administrative competency and the design of an appropriate system to properly address each development issue.

The Project for Human Resources Development Scholarship, which is a grant aid cooperation project for foreign students to study in Japan since FY 2000, accepted some 4,200 students (JDS fellows) from a total of 15 countries in FY 2018 to foster human resources for the planning and implementation of social and economic development in developing countries. The JDS Programme also expects that each fellow will enhance and widen the foundations for friendly relations between Japan and his/her own country as a person with a good understanding of Japan.

The JDS Programme for Nepal began in FY 2016 and 60 master’s degree students had been accepted by the end of FY 2018. In the coming years, up to 22 students (20 master’s degree students and two doctor’s degree students) will be accepted each year from FY 2020 to FY 2023 in the light of the current situation of development issues in Nepal and Japan’s planned development assistance for Nepal.

(1) Outline

The JDS Programme for Nepal is outlined below.

1) Overall Goal

Improvement of the policy planning ability of Nepal’s relevant administrative organizations through human resources development under the JDS Programme.

2) Project Objective

The assistance for young government officials who will play a pivotal role in the Government of Nepal in due course to obtain an academic degree (master’s degree or doctor’s degree) from a graduate school in Japan will enable the development of Nepal’s human resources to solve the development issues of Nepal and the creation of a human network between Japan and the Government of Nepal.

3) Expected Outcomes

- ① Young government officials will obtain an academic degree (master’s degree or doctor’s degree) having acquired expert knowledge, etc. which will contribute to solving problems in their respective fields of work.

- ② On their return to Nepal, these young government officials will contribute to the formulation of plans and policies to solve pending issues and will exert their leadership at their own organizations, etc., strengthening the functions of the said organizations.
- ③ The acceptance of JDS fellows from Nepal will facilitate mutual understanding and a friendly relationship between Nepal and Japan and will strengthen the international competitiveness of the accepting universities as well as the international intellectual network.

Against this background, this Preparatory Survey was conducted from 28th November, 2018 to 12 July, 2019 (including the First Field Survey from 1st to 19th December, 2018 and Second Field Survey from 17th to 27th March, 2019) along with a needs survey concerning development issues requiring the development of human resources, analysis of the survey findings and examination of a desirable project implementation system to prepare for the continuation of the JDS Programme in Nepal. A plan has been formulated regarding the acceptance of Nepalese JDS fellows in four batches from FY 2020 to follow the commencement of recruitment in FY 2019.

(2) Survey Results

1) Framework for Cooperation and Accepting Universities

Following this Preparatory Survey, the framework for cooperation, accepting universities and number of acceptances are approved by the Operating Committee (OC), allowing the acceptance of up to 22 fellows (20 studying for a master's degree and two studying for a doctor's degree) per year from FY 2020 to FY 2023.

Accepting Universities in JDS Programme for Nepal Phase II

Sub-Programme (Priority Area for Assistance)	Component (Development Issue)	University	Graduate school	Planned Number of Acceptances (per year)
1. Social and economic infrastructure and mechanism development directly lead to economic growth and the national improvement	1-1. Economic policy	Hiroshima University	Graduate School for International Development and Cooperation	3
		Waseda University	Graduate School of Asia-Pacific Studies/ International Relations	2
	1-2. Industrial development policy	International University of Japan	Graduate School of International Management	3
	1-3. Infrastructure development	Saitama University	Graduate School of Science & Engineering	2
2. Governance enhancement and basic framework development for democracy	2-1. Development of human resource and administrative capacity of civil servant	International University of Japan	Graduate School of International Relations	2
		Meiji University	Graduate School of Global Studies	2
		Yamaguchi University	Graduate School of Economics	2
	2-2. Building international relations	Ritsumeikan University	Graduate School of International Relations	2
	2-3. Improvement of legal and judicial system	Kyushu University	Graduate School of Law	2
Planned total number of acceptances for master's degree courses				20
Planned total number of acceptances for doctor's degree courses				2
Grand Total				22

2) Relevance of the JDS Programme for Nepal

As part of this Preparatory Survey, the relevance of the framework for cooperation for the Phase II JDS Programme for Nepal was reviewed and concluded that the sub-programmes and components of the JDS Programme for Nepal were consistent with the national development plan of Nepal and the ODA policy as well as priority areas for ODA of Japan.

3) Relative Advantages of the JDS Programme Compared to Scholarship Programmes of Other Development Partners

This Preparatory Survey reviewed the comparative advantages of the JDS Programme to the similar scholarship programmes of Australia and Korea. The advantages of the JDS Programme are (i) the applicants are restricted to government officials, (ii) there is a fixed number of acceptances of JDS fellows from the Nepalese government for four years; it means that JDS is superior to other scholarship programs for its predictability, compared to other scholarship programs that the number of acceptance for the government officials is not clearly specified. (iii) the JDS fellows are allowed to bring their family members and (iv) the Japanese agent for the Programme provides careful assistance. The overall advantages of the JDS

Programme will be further strengthened if value-adding programmes and careful, well-thought out assistance for the Returned JDS fellows become a reality.

4) Performance Indicators

A set of performance indicators (provisional) such as “the number of the Nepalese JDS fellows who have obtained their respective academic degrees (master’s or doctor’s)”, “knowledge of expert contributing to solve the pending issues has been mastered through the study in Japan”, “analytical, policy planning and project management capabilities has been improved”, “concrete examples of plan or policy formulation to solve the pending issues”, “knowledge and experience acquired during the study in Japan have contributed to strengthen the functions of the organizations, etc.”, were prepared for the purpose of evaluating the expected outcomes (achievements) of the JDS Programme from multiple viewpoints. The survey team explained the performance indicators and means to verify indicators at the OC meeting held during the second field survey. The contents of this explanation were approved in principle although the necessity to specify the target period and other matters for the evaluation of these indicators was pointed out.

(3) Pending Issues and Recommendations

This Preparatory Survey for Phase II confirmed that, the issues encountered in the Phase I JDS Programme for Nepal were properly handled. To be more precise, the issue of frequent transfer of government officials was incorporated through the widening of the target organizations. The issue of encouraging more applicants was addressed by improving proactive dissemination efforts, including the publicity using media, conveyance of relevant information by stakeholders and holding promotion seminars at other provinces. Meanwhile, the necessity to introduce further measures to gain mutual understanding between the two countries and to establish a friendly relationship was discussed. It is essential to increase the opportunities for JDS fellows to learn outside the campus and to familiarize themselves with Japan instead of confining their experience in Japan to campus life. For this reason, the introduction of some value-adding programmes is planned in Phase II.

The period of this Preparatory Survey overlapped with the return of the Phase I First Batch JDS fellows to Nepal. While the provision of follow-up assistance for the returned JDS fellows is planned, it must be stressed that well-thought out assistance for them is crucial to achieve the Objective of the Project and to maintain the relative advantages of the JDS Programme over the scholarship programmes of other development partners.

The introduction of a federal system by the Government of Nepal suggests that human resources development will soon become an urgent task for provincial and local governments. Monitoring of

the transition to a federal system will be important to ensure a swift response, including any change of the application encouragement system, if necessary.

The better implementation of the Project in the coming years will be assured through continual efforts to consolidate the JDS Programme for Nepal by means of closely cooperating with returned JDS fellows and reviewing the nature and contents of assistance for each implementing stage of the JDS Programme.

(4) Conclusions

Because of the nature of the Project to develop human resources, some time is required to ascertain the emergence of positive outcomes. These outcomes will be gradually emerged after the appropriate assignment of returned JDS fellows and follow-up assistance to ensure the efficient manifestation of the achievements of study in Japan, raising the reputation of the Project. In order to improve the Project, the outcomes will be closely monitored by quantitative data as well as compilation of good examples and lessons learned summarized in regular reports for the JDS Programme for Nepal.

Nepal has historically been friendly towards Japan. Through the continuous and effective implementation of JDS Programme will further contribute to the flourish of bilateral friendly relationship.

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LIST OF ABBREVIATIONS

Abbreviation	English
ADB	Asian Development Bank
CPN	Communist Party of Nepal
C2C	Connecting to Community
DAC	Development Assistance Committee
ELG	Engaging with Local Governments
E/N	Exchange of Note
G/A	Grant Agreement
GNP	Gross, National, Product
GRIPS	National Graduate Institute for Policy Studies
IECCD	International Economic Cooperation Coordination Division
IELTS	International English Language Testing System
IMF	International Monetary Fund
JAAN	JICA Alumni Association of Nepal
JATA	Japan Association of Travel Agents
JASSO	Japan Student Services Organization
JCCN	Japanese Chamber of Commerce in Nepal
JDS	Project for Human Resource Development Scholarship
JUAAN	Japanese Universities Alumni Association, Nepal
KOICA	Korea International Cooperation Agency
LDC	Least Developed Country
LGBT	Lesbian, Gay, Bisexual, Transgender
LLDC	Landlocked Developing Countries
MOF	Ministry of Finance
MOFAGA	Ministry of Federal Affairs and General Administration
MPPWTM	Ministry of Physical Planning, Works and Transport Management
NAAS	Association for Overseas Technical Cooperation and Sustainable Partnerships Alumni Society
NASC	Nepal Administration Staff College
NGO	Non-Governmental Organization
NJAA	Nepal JSPS - Japan Society for the Promotion of Science - Alumni Association
NPC	National Planning Commission
OECD	Organization for Economic Co-operation and Development
PD	Positive Discrimination
PSC	Public Service Commission
SDGs	Sustainable Development Goals
SMS	Short Message Service

CHAPTER 1 RELATIONSHIP BETWEEN JAPAN AND THE JDS PROGRAMME FOR NEPAL

(1) Background and History of the JDS Programme

The Project for Human Resources Development Scholarship (hereinafter referred to as the “JDS Programme” in general and “the project” in certain instances¹⁾ is a Japanese grant aid programme which was launched in FY 1999 to accept foreign students under the Government of Japan’s plan to invite 100,000 foreign students. The Project aims at accepting young government officials who will play a pivotal role in their respective countries as students of graduate schools in Japan so that the expert knowledge acquired during their study in Japan can be used for the planning and implementation of social and economic development policies on their return to their own countries. The Project also aims at encouraging JDS fellows to expand and consolidate the foundations for a friendly relationship between Japan and their own countries as people with a good understanding of Japan.²

The Project (JDS Programme) began in FY 1999 in Uzbekistan and Laos. In the early years, the JDS Programme mainly targeted countries in transition but its scope was then widened to include the Philippines, Sri Lanka, etc. It began accepting JDS fellows from Ghana in FY 2012 and from Nepal in FY 2016. It is planned to further expand its scope to include East Timor, Pakistan and Bhutan in FY 2019. By FY 2018, some 4,200 JDS fellows had been accepted from a total of 15 countries.³

Table-1 Target Countries of the JDS Programme and Number of Accepted JDS Fellows

Acceptance of JDS Fellows by Country		(Unit: persons)																			
Country	FY	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Country Total
① Uzbekistan		20	19	19	20	20	20	20	20	19	14	15	15	15	14	15	15	15	15	15	325
② Laos		20	20	20	20	20	20	25	25	25	20	20	20	19	20	20	20	20	20	20	394
③ Cambodia			20	20	20	20	20	25	25	25	25	24	24	24	24	24	24	24	24	24	416
④ Vietnam			20	30	30	30	30	33	34	35	35	28	29	30	30	30	30	30	30	30	573
⑤ Mongolia				20	20	20	19	20	20	20	18	18	16	17	18	18	18	18	20	20	320
⑥ Bangladesh				29	19	20	20	20	20	20	20	15	15	15	15	15	25	30	30	30	358
⑦ Myanmar				14	19	20	20	30	30	30	30	22	22	22	22	44	44	44	44	44	501
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	340
⑩ Indonesia					30	30	30	30	-	-	-	-	-	-	-	-	-	-	-	-	120
⑪ Kyrgyzstan									20	20	18	14	14	15	15	15	15	15	15	15	191
⑫ Tadjikistan											3	5	5	5	5	5	5	5	7	7	52
⑬ Sri Lanka												15	15	15	15	15	15	15	15	15	135
⑭ Ghana														5	5	5	10	10	10	10	55
⑮ Nepal																		20	20	20	60
Year Total		40	79	152	239	243	240	271	266	266	256	241	234	237	203	226	241	266	270	300	4,270

Source: JICA, Acceptance of JDS Fellows by Country

¹ The Project was originally called “Japanese Grant Aid for Human Resources Development Scholarship” abbreviated to “JDS”.

² http://www.jica.go.jp/activities/schemes/grant_aid/summary/JDS.html (2019/1/15)

³ These 15 countries are Uzbekistan, Laos, Cambodia, Vietnam, Mongolia, Bangladesh, Myanmar, China, the Philippines, Indonesia, Kyrgyzstan, Tadjikistan, Sri Lanka, Ghana and Nepal. There have been no JDS fellows from Indonesia since FY 2006 when the acceptance of Indonesian students based on the ODA loan scheme commenced and from China since FY 2012.

To start with, the JDS Programme targeted young government officials, front-line personnel, researchers, etc. who can make a contribution to the economic and social development of the targeted country, but later adopted a new format in stages from FY 2008. Under the new format, the applicants are restricted to civil servants involved in policy planning to solve development issues in the target countries. The sub-programmes (priority areas) and components (development issues) are determined and the accepting universities are decided for each target country based on Japan's country development cooperation policy (priority areas for development assistance) and development issues as well as the needs for human resources development of each target country.

The fixing of the target academic fields, target organizations and accepting universities for all four batches is intended to select and concentrate Japan's development assistance through the JDS Programme with a view to creating a "critical mass" of returned JDS fellows at various ministries/agencies.

In regard to the issues faced by the JDS Programme in general, the Factor Analysis of Achievements of the JDS Programme which is basic research conducted by JICA from 2014 to 2015 identifies the following issues.

- Formulation of a strategy covering the stages from recruitment and selection to the post-return period
- Fostering of Japanophiles and people with a good understanding of Japan, development of a network and follow-up
- Selection ensuring the inclusion of key persons and the creation of added-value
- Improvement of the recognisability of the JDS Programme in Japan

With these common issues and lessons learned from the Phase I JDS Programme for Nepal in mind, this Preparatory Survey is conducted from 28th November, 2018 to 12th July, 2019 (including the First Field Survey from 1st to 19th December, 2018 and the Second Field Survey from 17th to 27th March, 2019) to survey and analyse the issues of the target areas in need of human resources development and also to examine an appropriate project implementation system. As part of this survey, a plan is formulated featuring the acceptance of JDS fellow from Nepal in four batches from FY 2020 after the commencement of recruitment in FY 2019. Moreover, a basic plan (provisional) is formulated for each priority area in preparation for the implementation of the Phase II JDS Programme for Nepal along with the preparation of a basic design (estimation of the project cost).

(2) Social Political and Economic Conditions in Nepal

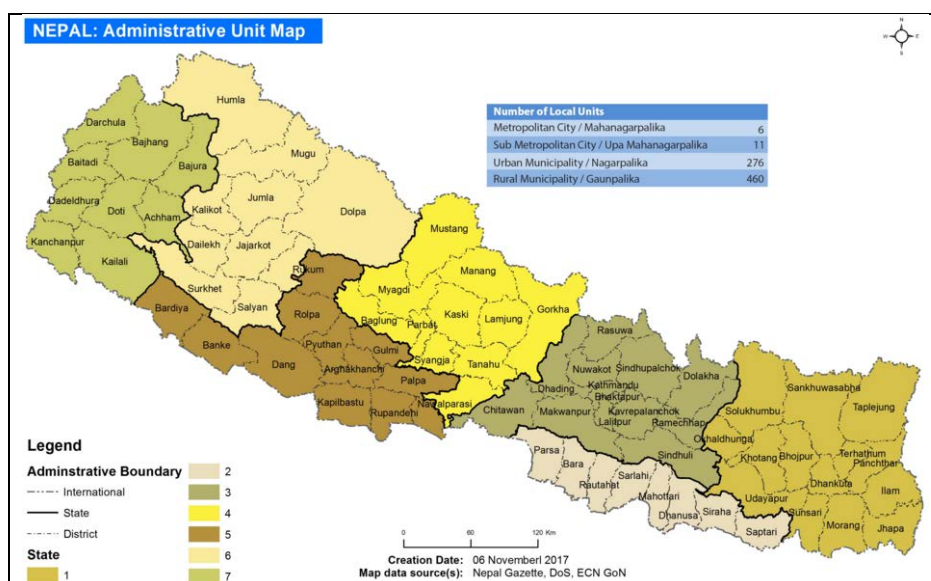
Nepal has a national land area of 147,000 km² (approximately 1.8 times larger than Hokkaido Island of Japan) and is an inland country which narrowly stretches from the northwest to the southeast. It is bordered by the Tibet Autonomous Region of China to the north and India to the east, south and west. Based on elevational differences, the national land is classified into the northern mountainous areas with the Himalayan Mountains, the hill area in central Nepal and the lowland area of the Terai Plain in the south.

Nepal has a total population of 28.98 million (2016; World Bank) with Hindus, Buddhists and Muslims accounting for 81.3%, 9.0% and 4.4% of the population respectively. While Nepalese is the official language, 124 different languages and 125 ethnic groups/castes coexist in this multi-ethnic and multi-lingual country.

From 1996, the Communist Party of Nepal (Maoist) (CPN-Maoist) aimed at establishing a republican regime, waging armed conflict and destabilising the political scene of Nepal. The Comprehensive Peace Accord signed in 2006 and the implementation of a constituent assembly election, abolition of imperial reign, transition to a federal democratic republic, etc. were decided in 2008. The work to establish a constitution by the Constituent Assembly was found hard going. The completion of the term of the Constituent Assembly led to the dissolution and re-election of the assembly and subsequent negotiations aimed at establishing a constitution bore fruit in September, 2015 when a new constitution was promulgated.

In 2017, local elections were held for the first time in 20 years along with provincial and lower house parliamentary elections and the Communist Party of Nepal (Unified Marxist-Leninist) (CPN-UML) emerged victorious with its leader, Khadga Prasad Sharma Oli, becoming Prime Minister in February, 2018.

Under the old constitution, Nepal was divided into 75 districts, 58 cities and 3,914 villages and an administrator was dispatched to each district by the Federal Ministry of Local Development to preside over the administrative work for local development. Under the new constitution, the district level administrative offices were demolished and the new federal system consists of the three tiers of one federal state, 7 provinces and 753 local governing bodies (6 metropolises, 11 sub-metropolises, 276 municipalities and 460 rural municipalities/gaunpalikas from large to small). As this federal system is still at the transitional stage, it is not yet fully functioning.



Source: United Nations, <http://un.org.np/maps/nepal-administrative-unit-map> 9 April, 2018

Fig.-1 Administrative Divisions of the Federal Democratic Republic of Nepal (7 Provinces)

Nepal belongs to the group of land-locked developing countries (LLDC) with a gross domestic products (GDP) per capita of approximately US\$848 (Nepalese Ministry of Finance 2016/2017). The average annual GDP growth rate for the last 20 years is 4% but the rate fell to 0.56% in 2015/2016⁴ due to the adverse impacts of an earthquake. However, it increased to 6.94% in 2016/2017 (Central Bank of Nepal), showing signs of economic recovery even though the speed of economic growth is slower than that of neighbouring countries.

The economic structure of Nepal shows that the agricultural sector accounts for 67% of the working population although the GDP share of this sector is rather limited to 30%. Meanwhile, the service sector accounts for 50% of the GDP but is predominantly informal. The GDP share of the manufacturing sector has shown a declining trend.

One prominent feature of Nepal's economy is the high GDP share of remittance from abroad. Such remittance accounted for 29.4% of the GDP in 2016, illustrating the importance of its contribution to Nepal's economy. Conversely, this high level of dependence on remittance from abroad is a factor for the unstable economic structure.

The GDP share of foreign direct investment (FDI) in Nepal is relatively low compared to other South Asian countries.

The unemployment ratio among the urban youth tends to be high and the creation of sufficient domestic employment opportunities is an important issue faced by Nepal.

(3) National Development Plan

The First Five Year National Development Plan of Nepal was formulated in 1956. From the 11th Plan onwards, the plan has been changed to a three year interim approach plan. As of December, 2018, the 14th Three Year National Development Plan (2016/2017 - 2019/2020) is in place. According to the National Planning Commission (NPC), there is a prospect of returning to a five year plan from 15th National Development Plan

The 13th Three Year National Development Plan (2013/2014 - 2015/2016) adopted such targets as the reduction of economic poverty as well as insufficient human resources, direct positive changes of the living standard of ordinary citizens, etc. with the goal of dropping the status of a least developed country (LDC).

The 14th Three Year National Development Plan adopts the vision, goal, objective and socioeconomic targets shown in Table-2 and Table-3.

⁴ Nepal actually uses the local Bikram Sambat (a kind of solar calendar).

Table-2 Objective and Targets of the 14th Three Year National Development Plan

Vision	Self-reliance, socialist economy and prosperity of Nepal
Goal	To become a middle income country as a welfare state based on social justice by 2030
Objective	Socioeconomic transformation and swift poverty reduction through high economic growth based on productive employment and appropriate income distribution

Table-3 Main Targets for Economic and Social Development

Target (Year)	2015/ 2016	2018/ -2019	Target (Year)	2015/ 2016	2018/ -2019
Annual average economic growth (%)	0.8	7.2	Population with access to drinking water (%)	83.6	90.0
Agricultural sector's annual average growth rate (%)	1.3	4.7	Employment rate (secondary school level) (%)	37.7	45.0
Non-agricultural sector's annual average growth rate (%)	0.6	8.4	Number of VDCs (villages) having a road link	2,739	3,072
Per capita income (Unit: Rs. 1,000)	80.9	105.7	Electricity production (installed capacity, mega watt)	829	2,279
Poverty rate (%)	21.6	17.0	Population with access to electricity (%)	74.0	87.0
Human development index	0.5	0.6	Irrigation (in 100,000 hectare)	14.0	15.2
Gender empowerment index	0.6	0.6	Population with access to the Internet (%)	46.4	65.0
Life expectancy (years)	71.0	72.0			

Source: National Planning Commission of Nepal

The 14th Three Year National Development Plan also adopts the following strategies.

- Expansion of economic development (transformation of the agricultural sector, development of tourism, promotion of industries as well as small and medium enterprises, etc.)
- Infrastructure development (development of energy, road and air transportation, information and communication technology, strengthening of lateral links between urban and rural areas, etc.)
- Social development (high and sustainable improvement of human development focusing on social development and social safety or social protection)
- Good governance (economic, social and governance reform, efficient and trustworthy public finance, transparent and people-friendly public services, protection and promotion of human rights, etc.)
- Cross-sectoral promotion (gender equality, social inclusion, environmental protection, high utilisation of science and technology, increase of organizational capacity, etc.)

At an interview held with the NPC in December, 2018, it was confirmed that the introduction of public-private partnerships was one difference with the 13th Three Year National Development Plan. The priority issues of the 14th Plan are (i) mainstreaming of SDGs (sustainable development goals), (ii) infrastructure development and (iii) reconstruction of the nation. Nepal plans to

continually include the SDGs of the United Nations in its national development plans and related programmes so that Nepal can graduate from LDC status in the next 15 years.

(4) Consistency between Japan’s Country Development Cooperation for Nepal and the JDS Programme

Japan’s Country Development Cooperation Policy for Nepal⁵ adopts assistance for balanced and sustainable economic growth aiming at Nepal’s graduation from LDC status as the main target while also adopting such medium targets as “recovery work and disaster-resilient nation-building from both the structural and non-structural aspects”, “social and economic infrastructure and mechanism development directly leading to economic growth and national livelihood improvement”, “poverty reduction and quality of life improvement”, “governance enhancement and basic framework development for democracy” and “government administrative capacity enhancement”.

The JDS Programme for Nepal can be regarded as a practical project relating to such medium targets as “social and economic infrastructure and mechanism development which directly leads to economic growth and national livelihood improvement” and “governance enhancement and basic framework development for democracy”.

In fact, the development issues (components) addressed by the JDS Programme coincide with the priority issues of the National Development Plan of Nepal. The capacity building of administrative personnel in Nepal is an urgent challenge to ensure the effective handling of these development issues.

Table-4 Priority Areas and Development Issues of the Phase II JDS Programme for Nepal

Priority Area (Sub-Programme)	Development Issue (Component)
1. Social and economic infrastructure and mechanism development directly lead to economic growth and national livelihood improvement	1. Economic policy 2. Industrial development policy 3. Infrastructure development
2. Governance enhancement and basic framework development for democracy	1. Development of human resource and administrative capacity of civil servant 2. Building of international relations 3. Improvement of legal and judicial system

⁵ Ministry of Foreign Affairs of Japan, Country Development Cooperation Policy for the Federal Democratic Republic of Nepal, September, 2016.

(5) Main Assistance and Cooperation Activities of Japan for Nepal

1) Trend of Japanese Assistance for Nepal

Japan's economic cooperation for Nepal began in FY 1969 with the implementation of ODA loan cooperation and Japan has since been a major donor for Nepal for a long period of time. For recovery and reconstruction after a large-scale earthquake in April, 2015, Japan expressed its intention to provide a total of 32 billion yen in addition to providing vital Japanese knowledge as a natural disaster-prone country through technical cooperation at an international conference on Nepal's reconstruction held in June, 2015 in Kathmandu, the capital of Nepal.⁶

Table-5 Japan's Aid Performance for Nepal by Type (based on OECD/DAC Reporting Standards)⁷

(Net disbursement base; Unit: US\$ million)

Fiscal Year	ODA Loan	Grant Aid	Technical Cooperation	Total
2012	-11.3	21.1 (0.6)	21.7	47.5
2013	-8.1	24.4	24.5	40.8
2014	0.7	34.7 (0.5)	21.0	56.4
2015	1.2	23.2 (15.0)	24.5	48.8
2016	26.5	16.1	22.5	65.1
Total	32.8	1,769.8 (30.0)	708.8	2,511.4

Source: OECD/DAC

Table-6 lists Japan's assistance and cooperation activities for Nepal in progress in accordance with the sub-programmes and components of the JDS Programme for Nepal. It is apparent that these projects have been formulated with synergistic effects and linkage between the projects and between different schemes in mind.

⁶ Ministry of Foreign Affairs of Japan, Country Data for Nepal 2017
(<http://www.mofa.go.jp/mofa/gaiko/oda/files/000367699.pdf#page=128>)

⁷ Notes

- 1) Donations through an international organization have been accounted as ODA for individual recipient countries since 2016 as long as the recipient country is clearly determined at the time of disbursement. Following an indication by the OECD/DAC Secretariat, the scope of donations through international organizations which is accounted under grant aid was expanded in 2011. The figures in brackets are actual donation amounts through international organizations.
- 2) In the case of an ODA loan and grant aid, the amount shown is the actual amount of disbursement in each calendar year of the amount agreed in the E/N (in the case of an ODA loan, the amount shown is derived by subtracting the amount borne by the Nepalese side).
- 3) The annual total for ODA loans may be a negative figure because of foreign exchange rate fluctuations.
- 4) Technical cooperation includes that provided by other ministries and local governments in addition to the technical cooperation of JICA.

Table-6 List of Japan's Main Aid Projects (Those in Progress)

Sub-Programme: Social and economic infrastructure and mechanism development directly lead to economic growth and national livelihood improvement			
Component	Related Project	Implementing Organization	Scheme/ Duration (FY)
Economic policy	Sindhuli Road Corridor Commercial Agriculture Promotion Project	Ministry of Agricultural Development	TC/ 2014 - 2019
	Project for Promoting Operation and Maintenance of Irrigation Systems in Terai Plain	Department of Irrigation, Ministry of Irrigation Department of Agriculture, Ministry of Agricultural Development Nepal Agriculture Research Committee	TC/ 2018 - 2022
Industrial development policy	-	-	-
Infrastructure development	Transport Planning Advisor	Ministry of Physical Planning, Works and Transport Management	IC/ 2018 - 2020
	The Project for Operation and Maintenance of Sindhuli Road (Phase 2)	Department of Roads, Ministry of Physical Planning, Works and Transport Management	TC/ 2018 - 2021
	Nagdhunga Tunnel Construction Project	Department of Roads, Ministry of Physical Planning, Works and Transport Management	LN/ pre-2017 - 2021
	The Project for Capacity Development in Operation and Maintenance of Aviation Safety Equipment	Ministry of Culture, Tourism and Civil Aviation Civil Aviation Authority of Nepal	TC/ 2017 - 2020
	The Project for Improvement of Aviation Safety Facilities in Major Airports	Ministry of Culture, Tourism and Civil Aviation Civil Aviation Authority of Nepal	GA/ pre-2017 - 2019
	Hydropower Planning Advisor	Nepal Electricity Authority	IE/ pre-2017 - 2019
	Tanahu Hydropower Project	Tanafu Hydropower Limited	LN/ pre-2017 - 2021
	Capacity Development Project for the Improvement of Water Supply Management in Semi-Urban Areas (WASMIP.II)	Department of Water Supply and Sewerage, Ministry of Water Supply and Sewerage	TC/ pre-2017 - 2020
	Water, Sanitation and Hygiene (WASH) Program Advisor	Ministry of Water Supply and Sewerage	IE/ pre-2017 - 2020
	Project for Improving the Water Supply Service of Kathmandu basin Water corporation	KUKL	TC/ pre-2017 - 2021
	Pokhara Water Supply Improvement Project	NWSC	GA/ pre-2017 - 2019
	Melamchi Water Supply Project	KUKL	LN/ pre-2017 - 2019

Sub-Programme: Governance enhancement and basic framework development for democracy			
Component	Related Project	Implementing Organization	Scheme/ Duration (FY)
Development of human resource and administrative capacity of civil servant	Project for Improving Local Governance Training through Capacity Enhancement of Research and Analysis	Ministry of Local Government, Rural Development and Cooperatives	TC/ pre-2017 - 2019
	Project for Capacity Development for the Implementation of Economic Census 2018	Central Bureau of Statistics	TC/ pre-2017 - 2020
	Public Policy Implementation Capacity Enhancement Advisor	NASC	IE/ 2018 - 2019
	The Project for Human Resources Development Scholarship (JDS)	Ministry of Finance	GA/ pre-2017 - 2021
	Education Advisor	Ministry of Education, Science and Technology/ Centre for Education and Human Resource Development (CEHRD)	IE/2013- 2020 (based on new request in every 2 years)
	Grant Aid (Budget support) to Education Sector Program (SSRP/SSDP)	Ministry of Education, Science and Technology/ CEHRD	GA/2014- 2019 (Earmarked support)
	Project for Improving the Quality of School Education in Nepal (IMEN)	Ministry of Education, Science and Technology/ Curriculum Development Centre- CDC & CEHRD	TC/ 2019-2023
Improvement of legal and legal and judicial system	Legal Support Advisor	Ministry of Law, Justice, Constituent Assembly and Parliamentary Affairs	IE/ pre-2017 - 2019

Source: Formulated by JICA Preparatory team based on JICA Nepal Office “Rolling Plan for the Federal Democratic Republic of Nepal” (April, 2018)

Note: LN = ODA Loan; GA = Grant Aid; IE = Individual Expert; TC = Technical Cooperation

2) Situation of Private Sector Cooperation and Exchanges

The cooperation and exchange activities in Nepal of the Japanese private sector include those of NGOs. The JICA Nepal Office established the NGO-JICA Japan Desk in 2003 and implements some 10 grassroots technical cooperation projects a year. As of March, 2019, 11 projects are in progress in the agriculture, education and disaster prevention fields. These grassroots technical cooperation projects are classified into three types depending on the form of organization, experience and business scale. The first is the partner type (implemented by NGOs, universities, public service corporations, etc. which have corporate status in Japan and at least two years' experience of international cooperation activities in developing countries). The second is the support type (implemented by NGOs, universities and public service corporations (including private organizations neither controlled nor protected by law) which have at least two years' experience of international cooperation activities in Japan and experience of overseas activities is not a compulsory requirement. The third is the special type for regional vitalisation (implemented by local governments (for the actual implementation of a project, a NGO, private enterprise or another body designated by a local public body may become an actual implementing body)).

The NGO Directory in the Nepal NGO Handbook FY 2018 published by the NGO-JICA Japan Desk contains information on 23 Japanese organizations in action in Nepal. Support activities in Nepal by foreign NGOs are implemented through domestic NGOs in Nepal.

Table-7 Grassroots Technical Cooperation Projects (Those in Progress)

	Implementing Body	Project Title	Field	Duration
Partner Type	Tokushima University	Strengthening Retina Eye Care Services in Nepal (Kathmandu ⁸ ; Pokhara; Birganj)	Medical care	May, 2016 - May, 2019
	Love Green Japan	Environment Friendly Integrated Sustainable Agriculture Development Project	Agriculture; environmental conservation	Nov., 2019 - Nov., 2020
	Peace Winds Japan	Project for Income Generation of Local Community in Sindhupalchowk through Agriculture Production and Marketing	Agriculture	Jan., 2018 - Jan., 2021
Support Type	Japan-Nepal Female Education Association	The Project of Introducing Female teacher Training System in Nepal (Dhading District; Kaplarastu District; Kaski District)	Education	Oct., 2016 - Sept., 2019
	“IRUKA” Centre for Independent Living, Okinawa	Empowerment and Mainstreaming of Disabled People Victimized from Nepal Earthquake by Disabled Person (Kathmandu; Pokhara)	Support for disabled people	Oct., 2016 - Oct., 2019
	Executive Committee to Implement Technical Cooperation in Nepal	Women Living Project to Connect Higashikagawa and Nepal (Dhading District)	Livelihood improvement	Aug., 2017 - Aug., 2020
Special type for regional vitalisation	Morinomiya University of Medical Sciences	Activities for nutritional improvement and lifestyle-related diseases prevention in Machhapuchhre Rural Municipality - Ward No. 6 (former Dhital VDC), Kaski District, Nepal	Health care	Sept., 2017 - Aug., 2020
	e-Education	Digital Math Education Project for Vulnerable Students in Remote Areas in Nepal (Makwanpur District)	Education	Nov., 2017 - Nov., 2019
	Plus Arts	Promote Club Activity for School Project (Kathmandu)	Disaster prevention education	Jan., 2019 - Dec., 2019
	Kochi University	Project for Penetration in Nepal of Local Adaptation-based Gabion Techniques for Both Disaster Management and Environmental Protection (Dhading District)	Disaster prevention	Mar., 2017 - Feb., 2020
	Citizen’s Association for Nepal Exchange	JPP/Sustainable Maternal and Child Health Care Project (Pokhara)	Health care	June, 2017 - Apr., 2020

Source: NGO-JICA Japan Desk, JICA Nepal Office, Summary of Grassroots Technical Cooperation Projects in Progress in March, 2019

The Japanese Chamber of Commerce in Nepal (JCCN) is a private Japanese based in Nepal which was established for the purpose of conducting information exchange and mutual assistance for the industrial and economic development of Nepal. Its members consist of Japanese companies engaged in Japanese Nepal-related businesses. Although there are some 150 Japanese companies engaged in such businesses, the actual number of JCCN members is said to be 48 as of March, 2019 due to the fact that some of these companies are based in India or their businesses are conducted on a trip basis without a permanent base in Nepal. However, compared to the membership strength of 14 companies in 2017, the current strength

⁸ The term “Kathmandu” generally means Kathmandu City but may also refer to the entire Kathmandu Basin, Kathmandu District or Kathmandu Metropolitan Area (Kathmandu, Patan and Bhaktapur).

indicates an increasing trend of Japanese companies with business in Nepal. Japanese businesses operating in Nepal which were interviewed during the project mentioned a relatively lower speed of economic growth in Nepal compared to neighbouring countries and a belief that Nepal is expecting a positive economic contribution by the Japanese private sector in view of Nepal's anticipated political stability for the next three or four years. The opinion was also expressed that they will be greatly benefited from opportunities to exchange information with returned JDS fellows who are administrative officials responsible for the various regulations required for the economic development of Nepal.

The Annual Report of Statistics on Japanese Nationals Overseas in 2018 put the number of Japanese nationals residing in Nepal at 1,147 (2017). Meanwhile, the Tourist Business in Numbers (2018) published by the Japan Association of Travel Agents put the number of Japanese tourists visiting Nepal at 22,979 (2016), an increase of some 30% on the previous year.

In Japan, Komagane City in Nagano Prefecture is an international friendship city of Pokhara. The Japan-Nepal Society promotes friendship and cooperation between the private sectors of Japan and Nepal. This society has 13 branches throughout Japan and each branch implements various activities involving Nepalese nationals living locally.

According to information provided by the Japan Foundation, there is a three year Japanese language course at the Bishwo Bhasa Campus, the only language teaching campus under Tribhuvan University. Some research organizations and universities in Nepal have an international exchange agreement with Tokyo Metropolitan University (Urban Environment Field: Nepal Academy of Science and Technology (NAST) and Department of Hydrology and Meteorology (DHM)) and Hiroshima University (exchange agreement with Tribhuvan University). Other cases of academic exchanges include a joint seminar held by the International Program for Civil and Environmental Engineering of the Graduate School of Science and Engineering, Saitama University and the Pulchowk Campus of the Institute of Engineering, Tribhuvan University.

3) Scholarship Programmes Offered by Japan

According to the Japan Student Services Organization (JASSO), the total number of Nepalese students in Japan as of May, 2017 is 24,331, an increase of 13.2% from 21,500 in the previous year. Nepal is ranked third in terms of the number of foreign nationals studying in Japan and its share of 8.1% remained unchanged from the previous two years.

Under the Japanese Government (MEXT) Scholarship, the category of "research student" is comparable to either a master's degree or doctor's degree student. By May, 2018, a total of 660 Nepalese nationals came to Japan under the category of "research student". JICA's long-

term training scheme (graduate school level) has accepted several Nepalese nationals every year.

The Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) and the Asian Development Bank - Japan Scholarship Program (ADB/JSP) are two examples of scholarship programmes offered by the Government of Japan for the government officials and general public of foreign countries. JJ/WBGSP was launched in 1987 and mainly targets people in developing countries but the fellowship is available for Japanese nationals aiming at working at the World Bank or other development finance organizations as part of this program. ADB-JSP was launched in 1988 and its main objective is to provide an opportunity to study a post-graduate course in economics, business management, science and technology and other development-related fields at an designated educational institution in the Asia-Pacific Region for excellent personnel in Development member countries (DMCs) of the ADB. Those having this scholarship are expected to use newly acquired knowledge and skills to the social and economic development of their own countries after their return to their own countries on completion of their study.

(6) Trends of Aid of Other Development Partners

The National Development Plan of Nepal distributes funds for improvement of the SDG indicators. For each SDG, there is a donor conference and fairly ample funding is provided by many development partners. Table-8 summarises the assistance of the main development partners in relation to the development issues under the JDS Programme for Nepal.

Table-8 Assistance of Major Development Partners for Development Issues Identified by the JDS Programme for Nepal

Donor	Development Issues					
	Economic Policy	Industrial Development Policy	Infrastructure Development	Development of human resource and Administrative Capacity of Civil Servants	Building of International Relations	Improvement of legal and Judicial System
ADB	○	○	◎	◎	-	-
World Bank	◎	◎	◎	○	-	-
EU	◎	◎	-	○	○	-
UNDP	◎	◎	-	◎	○	◎
UK	◎	◎	○	◎	○	○
USA	◎	◎	-	◎	○	-
Germany	○	○	◎	◎	○	-
Norway	○	○	-	◎	○	-
Denmark	◎	◎	-	◎	○	-

◎ The issue in question is included in the priority areas and activities are currently taking place.

○ The issue in question is included in the priority areas but activities are not currently taking place.

Source: Prepared by Japan Development Service with reference to the “Evaluation of Japanese Assistance for Nepal” prepared by the Ministry of Foreign Affairs of Japan.

Scholarships for master's degree students from Nepal are provided by government organizations of Japan, Korea, China, India, Australia, Germany, the Netherlands, Switzerland, etc., such international organizations as the World Bank and Asian Development Bank and such non-governmental organizations as the Fulbright Foundation. Most of these scholarship programmes target ordinary citizens (including government officials). The scholarship programmes for ordinary citizens of Nepal are under the jurisdiction of the Ministry of Education, Science and Technology.

The Government of Nepal considers that a scholarship programme for a civil servant to obtain a master's degree to be part of the civil servant training. The participation of civil servants in such programmes is controlled by the Scholarship Committee (more details of this Committee are described in Chapter 2) established by the Ministry of Federal Affairs and General Administration (MOFAGA) and other stakeholder government offices.

At present (March, 2019), only Japan and Korea offer scholarship programmes which are exclusively aimed at government officials. The scholarships offered by China are not part of a fixed programme and only offered from time to time. There are scholarship programmes which target civil servants of specific ministries to obtain a master's degree. Typical examples are the IMF-Japan Scholarship Program targeting customs officers and the scholarship offered by the Indian Institute of Technology for engineers of the Ministry of Energy, Water Resources and Irrigation.

CHAPTER 2 BACKGROUND AND CURRENT SITUATION OF THE JDS PROGRAMME FOR NEPAL

(1) Personnel Affairs of Civil Servants and Human Resources Development System

1) Revision of the Civil Service Act

The civil servant system in Nepal is stipulated by the Civil Service Act - 2049 (4th Revision in 2014). According to the results of interviews with the Public Service Commission (PSC)⁹, the current Civil Service Act is due to be partially revised in the near future and the revised Act will reflect the Civil Service Adjustment Ordinance (2018) (commonly called the Employee Adjustment Act) concerning the transition to a federal system.

This Employment Adjustment Act relates to the personnel system under the federal system which is currently being introduced. Under the old system, gazetted officers were liable to transfer between central and local governments. Under the Employment Adjustment Act, however, the federal government, provincial governments and local governments (forming a three tier structure) operate their own personnel recruitment and transfer systems. This Act which was adopted in October, 2017 makes each civil servant of the central government decide which tier he/she wants to serve. However, many questions have still remain unanswered, including whether or not the Act applies to all civil servants. There is also strong opposition to the enforced decision-making by individual civil servants regarding their future status.

2) Ranks and Job Sectors of Civil Servants

The Civil Service Act classifies civil servants into gazetted officers and non-gazetted officers. The target persons of the JDS Programme for Nepal are gazetted officers.

Table-9 Ranks of Civil Servants in Nepal

Rank	Gazetted	Non-Gazetted
Special	Chief Secretary/ Secretary	
First	Joint Secretary/ Director General	Head Clerk
Second	Under Secretary	Senior Clerk
Third	Section Officer	Upper Level Clerk
Fourth		Lower Level Clerk

Source: Prepared by Japan Development Service using the ranks listed in Chapter 2, Article 4 of the Civil Servant Act of Nepal and interview results.

* The Minister who is the top official of a Ministry is a political appointee. Meanwhile, the Chief Secretary and the Secretary are top administrative officials. Each ministry consists of two tiers, i.e. policy planning divisions and actual policy implementation departments.

⁹ The PSC is responsible for the recruitment, personnel counselling, discipline, etc. of civil servants. For the recruitment of civil servants, the PSC conducts an open recruitment examination to fill the quota determined by the PSC for each type/class of official positions.

* In each department, technical staff members implement approved plans and programmes as civil servants. A Director General who is the head of a department is responsible for the implementation of programmes and policies approved by the ministry, supervision and coordination with field offices, technology development, provision of advice for the ministry and ensuring of the efficient delivery of services.¹⁰

The total number of civil servants registered at the MOFAGA is 89,470, of which 15,451 are gazetted officers, accounting for 17.3% of all civil servants. 88.2% and 11.8% of these gazetted officers are males and females respectively (see Table-10).

Table-10 Number of Civil Servants in Nepal by Rank and Gender

Category	Male		Female		Total	
	Number	%	Number	%	Number	%
Gazetted Officer	13,629	88.2	1,822	11.8	15,451	17.3
Special Class	60	95.2	3	4.8	63	0.1
Gazetted First	533	93.4	38	6.7	571	0.6
Gazetted Second	3,356	93.0	252	7.0	3,608	4.0
Gazetted Third	9,679	86.4	1,529	13.6	11,208	12.5
Special Class (Chief Secretary)	1	100	0	0	1	0
Non Gazetted	24,918	81.9	5,527	18.2	30,445	34.0
Non Gazetted First	15,028	84.2	2,810	15.8	17,838	19.9
Non Gazetted Second	9,105	77.5	2,640	22.5	11,745	13.1
Non Gazetted Third	552	90.1	61	10.0	613	0.7
Non Gazetted Fourth	108	96.4	4	3.6	112	0.1
Non Gazetted Fifth	125	91.2	12	8.8	137	0.2
Class Less	14,867	91.1	1,450	8.9	16,317	18.2
Health	14,286	53.1	12,642	47.0	26,928	30.1
Judiciary	318	96.7	11	3.3	329	0.4
G. Total	68,018	76.1	21,452	24.0	89,470	100

Source: MOFAGA: Department of Civil Personnel Records (4th December, 2018)

* The figures for Health and Judiciary represent those classless civil servants who are not classified as either gazetted officer or non-gazetted officer.

There are 14 different job categories (types), ranging from administration to economic planning and statistics, the judiciary, etc. The largest group is administration, accounting for 36.8% (32,945 servants) of civil servants.

¹⁰ The Asia Foundation, A Guide to Government in Nepal, Structures, Functions and Practices: 2. The Executive, 2.3 Administrative Structure, Page 9

Table-11 Number of Civil Servants in Nepal by Job Sector

	Category	Male		Female		Total	
		Number	%	Number	%	Number	%
1	Administration	28,847	87.6	4,098	12.4	32,945	36.8
2	Agriculture	4,168	85.8	688	14.2	4,856	5.4
3	Auditor General Service	312	87.9	43	12.1	355	0.4
4	Constitutionally	321	96.7	11	3.3	332	0.4
5	Eco. Plan. and Statistics	354	86.8	54	13.2	408	0.5
6	Education	1,324	82.0	291	18.0	1,615	1.8
7	Engineering	7,802	90.1	859	9.9	8,661	9.7
8	Forest	5,257	89.6	610	10.4	5,867	6.6
9	Health	14,376	53.0	12,736	47.0	27,112	30.3
10	Judiciary	2,964	85.0	522	15.0	3,486	3.9
11	Leg. Parliament Service	147	82.6	31	17.4	178	0.2
12	Miscellaneous	1,875	56.5	1,443	43.5	3,318	3.7
13	Nepal Parasatra Sewa	221	79.8	56	20.2	277	0.3
14	Parliament	50	83.3	10	16.7	60	0.1
	G. Total	68,018	76.0	21,452	24.0	89,470	100.0

Source: MOFAGA: Department of Civil Personnel Records (4th December, 2018)

In regard to the gender mainstreaming of civil servants, a gender expert within the Government of Nepal told the field survey team that positive discrimination (PD)¹¹ was applied from 2006 to 2007 to 45% of civil servant positions in accordance with the International Convention on the Elimination of All Forms of Discrimination (CEDAW). As a result, 33% of the positions subject to PD (in other words, 15.8% of all position) were reserved for women and the remaining 67% for other specified groups (people subject to social discrimination, Muslims, the disabled, etc.), as mentioned in the Public Service Act (see the foot note ¹¹) below mentioned Public Service Act Chapter 3 Article 7 Para in the foot note. The percentage subject to PD for the Armed Forces/Police and judicial organizations is 20% and 33% respectively. However, PD is only applicable up to the position of Joint Secretary and is not taken into consideration for promotion to the position of Secretary.

The Civil Service Act Chapter 4 Article 21 stipulates that gazetted officers who are either women or those belonging to specified groups, the minimum service period at one class before promotion to one class above can be reduced to four years from the standard five years.

At present, a draft gender equality policy to replace PD has been submitted to the parliament and is awaiting approval. The gender expert interviewed confirmed that the number of female

¹¹ Public Service Act Chapter 3 Article 7 Para. (7): Notwithstanding anything contained in Sub-section (1), in order to make inclusive the civil service, forty-five percent posts of the posts to be fulfilled by open competition shall be set aside and be filled up by having separate competition between the following candidates only, by considering the percentage into cent percent: (a) Women – Thirty Three Percent, (b) Adkiwasi/Janjati – Twenty Seven Percent, (c) Madhesi – Twenty Two Percent, (d) Dalit – Nine Percent, (e) Disabled (differently able) – Five Percent, and (f) Backward Area – Four Percent.

appointments has been increasing in the federal government as a result of the 10 year long efforts of the government.

3) Human Resources Development System and Study Abroad for Civil Servants

In February, 2018, the Ministry of Federal Affairs and Local Development merged with the Ministry of General Administration to form the MOFAGA of which the roles include the management of civil servant training.¹²

According to the 13th Three Year National Development Plan, all government officials must undergo civil servant training within five years of initial recruitment, but no updates were confirmed for the 14th Plan during the study period.

One of the organizations hosting public servant training is the Nepal Administration Staff College (NASC). According to the NASC, following the introduction of the federal system, the design of training schemes was revised, including the service improvement plan, connecting to the community (C2C), engaging with local governments (ELG), etc. with a view to establishing a new form of governance. One particular change is the compulsory training requirement for Class 2 and Class 3 gazetted officers.¹³

Some government organizations have their own training bodies. One example is the Public Finance Management Training Center of the Ministry of Finance (MOF). There are some training institutes which specialise in such sectors as engineering, forestry, agriculture, etc.

The MOFAGA considers the obtaining of a master's degree to be part of the civil servant training and the possession of a master's degree is a condition for promotion for a gazetted officer. According to the MOF, 90% of gazetted officers have a master's degree.

Interviews at the MOFAGA found that the Government of Nepal has its own scholarship programme for 30 civil servants each year¹⁴ and these civil servants are allowed to attend a graduate school in Nepal as part-time students. The available subjects include administration, MBA, philosophy, etc.

Some 80% of the government officials with a master's degree obtained their degree in Nepal. However, a degree obtained abroad is recognised as having a higher value. It is said that many civil servants who have obtained a master's degree in Nepal hope to obtain another master's degree abroad. The question regarding the source of a master's degree among government

¹² See Annex 7: Organizational Structure of the Ministry of Federal Affairs and General Administration (MOFAGA).

¹³ <http://www.nasc.org.np/>(5th April, 2019)

¹⁴ Government officials studying at a graduate school on a part-time basis are allowed to be absent from arrive late at and leave early from work to attend lessons.

officials discovered that almost all organizations to which this question was posed have staff members who obtain their master's degree abroad. Among them are those with a master's degree or doctor's degree obtained through a Japan-related scholarship programme, such as the JJ/WBGSP, ADB/JSP, scholarship programmes of the Ministry of Education, Culture, Sports, Science and Technology, scholarship programmes of JICA, etc.

The scholarship programmes offered by development partners for civil servants in Nepal are managed by the Scholarship Committee¹⁵ of which the functions include notification to organizations targeted by a particular scholarship programme, decision on the target persons for a particular scholarship programme, etc. In the case of the JDS Programme for Nepal, a notification to request an appeal to the target organizations to encourage applications is conveyed to the Scholarship Committee from the International Economic Cooperation Coordination Division (IECCD) of the Ministry of Finance, the focal point for economic cooperation by development partners after any necessary adjustment by the MOFAGA.

The Civil Service Act Chapter 6 Article 4C stipulates that a civil servant can take a (paid) leave of absence from work up to five years for training (study abroad, training, study tour, etc.) (although the applicable period is up to three years to start with, it is said that an application for five years at ones is possible depending on the case). The maximum approved period for a leave of absence from work for training is eight years but any period beyond five years constitutes unpaid leave. Table-12 lists the compulsory period which must be served before participating in any subsequent training.

Table-12 Minimum Tie-in (Bond) Period for Civil Servants after Training

Period of Training, Research or Study Tour	Minimum Period of Service (After Training, etc.)	Period of Training, Research or Study Tour	Minimum Period Service (After Training, etc.)
Up to three months	One year	From one year to two years	Four years
From three months to six months	One and half year	From two years to three years	Five years
From six months to nine months	Two years	From three years to four years	Seven years
From nine months to one year	Three years	From four years to five years	Eight years

Source: Civil Service Act of Nepal, Chapter 6 Article 40C

¹⁵ The Committee aims at ensuring the proportional allocation of opportunities for study, training or study tours for all services (Civil Service Act, Article 40B Para. (3)). The Committee is currently chaired by the Minister or State Minister for Education. Other members are the Representative (Gazetted First Class) of the Ministry of Finance, the Representative (Gazetted First Class) of the Ministry of Foreign Affairs, the Chief of the Curriculum Development Centre, Tribhuvan Universities and the Joint Secretary of the Higher Education and Educational Administrative Division, Ministry of Education.

In the case of a master's degree course under the JDS Programme, as each accepted fellow spends more than two years in Japan, the minimum compulsory service period is five years. According to the PSC, however, even though the Civil Service Act demands a minimum service period of five years after a leave of absence of two to three years, the unfilled service period may be completed after the completion of a doctor's degree course when a civil servant enrolls in a doctor's degree course within these five years.

4) Study Abroad and Promotion Mechanism

Evaluation based on the point system (maximum of 100 points) described in the Civil Service Act, Article 24 and the examination results¹⁶ are used for the promotion of gazetted officers. Actual promotion is recommended by the Promotion Committee (Chaired by the Head the Public Service Commission or its member appointed by the Head and its members include members of the Public Service Commission, Chief Secretaries of the relevant ministries and agencies and the Secretary of MOFAGA).

The work efficiency of a civil servant is evaluated in terms of the work performance (40 marks/points), seniority, i.e. duration of service, (30 marks/points), educational qualifications (12 marks/points), service in the geographical region (16 marks/points)¹⁷ and training (2 marks/points).

As far as educational qualifications are concerned, a bachelor's degree is the minimum requirement. Evaluation of the educational qualifications is a key feature for promotion and many higher positions require a master's degree. Possession of a master's degree is essential for the promotion of a gazetted officer from Class 3 to Class 2. During interviews with the MOFAGA on master's degrees obtained abroad, the opinion was expressed that a master's degree from a foreign university is highly evaluated in addition to the obvious merit of enhancing one's knowledge.

5) Reinstatement on Return from Studying Abroad

For reinstatement on return from studying abroad, the ideal situation is for a returnee to be reinstated in a position where his/her specialist knowledge can be utilized to the full. The MOFAGA actually states that it is making efforts to ensure such reinstatement. The reality of the Government of Nepal, however, is that civil servants in administrative positions are transferred to different organizations every three years on average. The Civil Service Act

¹⁶ As FY 2018 is in the period of transition to a federal system, the written examination relating to promotion has been postponed. It is unclear whether or not the Adjustment Act allows officials of the central government to remain in the federal government.

¹⁷ Work experience in a geographical region is classified into four categories, i.e. "a", "b", "c" and "d", with different marks (points) being awarded for each year of service in each category. For example, in the case of a position of Gazetted Second or Third Class, four marks in Category "a", 3.25 marks in Category "b", 2.50 marks in Category "c" and 1.25 marks in Category "d" (Civil Service Act, Chapter 4 Article 24C).

stipulates the regional classification system. For example, its Chapter 4 Article 18 Para. (3)-(a) stipulates “transfer of an employee who has already serviced at an office in the geographical region of class “a” and “b” for a period of at least one and a half years to an office in the geographical region of class “c” and “d” for at least two years”. Similarly, Para. (3)-(b) stipulates “transfer of an employee who has already service in the geographical region of class “b” and “c” for a period of at least two years to an office in the geographical region of class “a” and “b” for at least two years. One opinion expressed during the interviews was that the transfer of government officials takes place every two years. This regional classification system will be withdrawn when the relevant rules are revised with the introduction of the federal system.

The Phase I First Batch JDS fellows who returned to Nepal in October, 2018 were either reinstated in their previous ministries or new ministries. (See the Original and Current Organization Columns in Annex 4 - List of Returned First Batch JDS Fellows.)

As the JDS Programme for Nepal targets administrative government officials, it is difficult to expect returned JDS fellows to be reinstated in their previous ministries because of the frequent transfer of such officials between different ministries except those working for ministries which require specific skills. Meanwhile, the retention rate among civil servants in Nepal is high as it is very rare for returned JDS fellows to leave their jobs on their return.

(2) Career Path Survey

For the efficiency and effectiveness of the JDS Programme for Nepal, it is essential to ensure the selection of suitable candidates for human resources development in Nepal by means of establishing and analysing (i) the general tendency as well as differences in terms of the career path of high level government officials compared to average civil servants and (ii) the likely factors for promotion to higher positions so that the analysis results can be reflected in the application encouragement process while identifying the target persons for future human resources development under the JDS Programme. For this reason, a fact-finding survey on the career path (educational background, job career, etc.) was conducted featuring 22 Joint Secretaries who are Class 1 civil servants of the main ministries (accounting for approximately 4% of civil servants at the same level).

For the implementation of this survey, a paper questionnaire and an electronic questionnaire (Google Questionnaire) were prepared and the local assistant for the survey team visited each Joint Secretary to request cooperation for the survey. Six out of the 22 opted to complete the electronic questionnaire while the remaining 16 replied to the paper questionnaire. By gender, 21 were male and one was female. As the statistics of the MOFAGA show, the number of female Joint Secretaries

is very small, making it difficult to find contactable female Joint Secretaries during the limited field survey period.

1) Educational Background

At the Joint Secretary level, possession of a master’s degree is a compulsory requirement. All of the 22 Joint Secretaries have a master’s degree while four of them have multiple master’s degrees (three with double master’s degrees and one with triple master’s degrees).

By academic field, Public Administration (three in Public Administration and six in Public Policy, totalling nine) (33%) is the most popular field, followed by Business Administration (four; 15%) and Economics (two; 7%).

By country of issue, Nepal is the leading country with 52%, followed by Japan and Australia (11% each) and Korea (7%). Other countries include Belarus, Norway, USA, Netherlands, India, etc.

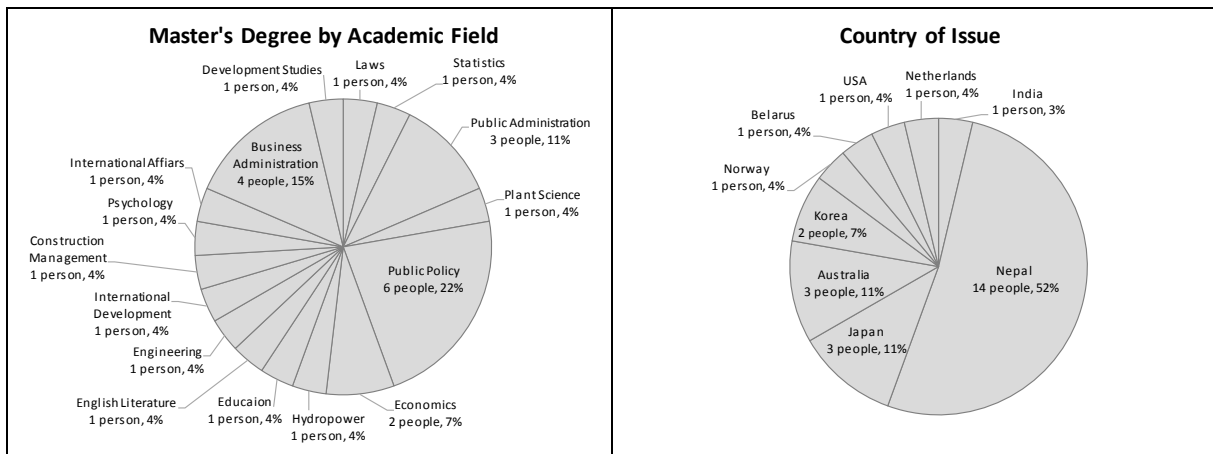


Fig.-2 Academic Fields of Master’s Degrees among Joint Secretary-Level Officers and Countries of Issue

Of the 22, three have a doctor’s degree. The country of issue and academic fields are Germany (Policy Formulation and Monitoring Guidance), India (Psychology) and Korea (Technology Management of Economic Policy).

2) Job Career

A job career survey featuring Joint Secretaries was conducted to verify the hypothesis that there may be a specific route for promotion followed by senior government officials. However, the survey results do not indicate the existence of such a route. During a series of informal interviews, no concrete information was obtained about the existence of ministries which comprised part of an elite course to enable a special career path.

Many of the Joint Secretaries questioned had worked in multiple organizations, accumulating work experience in different fields. The frequent transfer of civil servants in Nepal can be partly attributed to such special characteristics of the country as frequent organizational reform due to the existence of non-permanent organizations, including the National Reconstruction Authority. In contrast, there is a tendency for a Joint Secretary to be transferred within the same ministry in the case of the Ministry of Finance and those related to infrastructure requiring specific skills of their staff members.

Through a series of interviews, the survey team often came across the information that there have been frequent transfers due to the transition to a federal system. In fact, two out of the 22 Joint Secretaries questioned are reported to have been transferred within several weeks of the career path survey.

Table-13 Career of Joint Secretaries

Governmental Institutions	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Ministry of Labour, Employment and Social Security	X		X					*											*			
Ministry of Forest and Environment	X		X																			
Ministry of Communication and Information Technology	X		*																			
Ministry of Defence	X																					
Office of Prime Minister and Cabinet Ministers	X	*						X				X						X X (Public Procurement Office)				
Ministry of Law Justice and Parliamentary Affairs	*																			*		
Ministry of Home Affairs		X			X				*			X					X					
Ministry of Industry, Commerce and Supplies		X			*										X							X
Election Commission		X			X																	
Ministry of Women, Children and Senior Citizen			X																	X	X	X
National planning Commission					*											X			X			*
Truth and Reconciliation Commission				X																		
Ministry of Federal Affairs and General Administration						X			X	*			*	X		*			X X	X	X	X
Ministry of Finance						X (Dept. of Customs) X (Dept of Inland Revenue)		X		X X (Dept. of Revenue Investigation)							*(Customs Dept) X	* (Public debt management office) X			X	
Ministry of Energy, Water Resources and Irrigation										*X (Dept. of Electricity Development) X (Electricity Development Center) X (Karnali - Chisapani Multipurpose Project)												
Ministry of Urban Development										X												
Ministry of Commerce										X												X
Commission for Investigation of Abuse of Authority										X										X		
Ministry of Physical Planning, Works and Transport Management														*X (Department of Roads)								
Public Service Commission												X		*								
National Natural Resource and Fiscal Commission													X									
Health Training Center														X (Birgunj, Pathlaiya)								
Tribhuvan University														X (Trichandra College)								
Ministry of Foreign Affairs															*X (Nepalese Embassy)							
Ministry of Agriculture and Livestock Development																	X					
Ministry of Economic Affairs and Planning (Provisional)																		X (Gandaki province)				X
National Reconstruction Authority																		X				
Ministry of Peace and Reconstruction (No longer exist)																			X			
Ministry of Land Management, Cooperatives and Poverty Alleviation																				X		
Ministry of Social Development (Provisional)																						X
Ministry of Youth and Sports																					*	
SARC Human Resource Development Center																						X (Islamabad, Pakistan)

Source: Prepared by Japan Development Service based the field survey results. * denotes the current position, while X indicates the organizations belonged to in the past.

3) Promotion

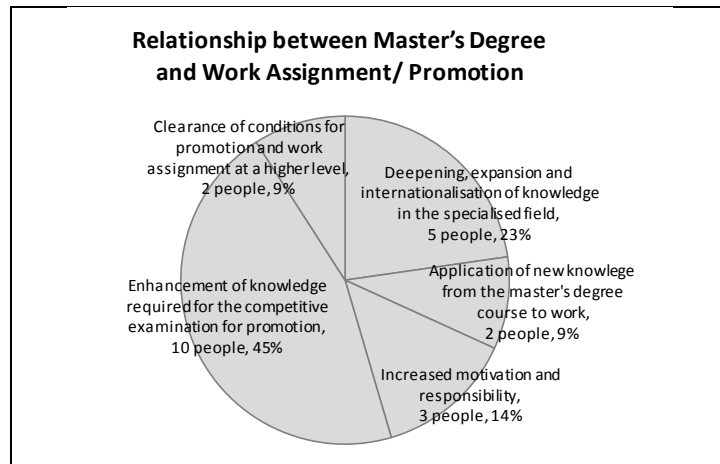
Table-14 shows the results of the factor analysis concerning the promotion of civil servants to their current levels. The main factors for promotion used in this analysis are academic background, training experience, work experience, evaluation by superior, relation with other persons and others. In response to the survey, almost all Joint Secretaries selected (as marked by an X) academic background and work experience while a majority selected training experience. Half also selected evaluation by superior.

In response to the question on the possible impacts of a master's degree on work assignment/promotion, the prominent answers are (i) deepening, expansion and internationalization of knowledge in a specialist field, (ii) application of new knowledge from the master's degree course to the work for the purpose of decision-making, leadership, coordination, management, etc., (iii) increased motivation and responsibility as well as efficient and rewarding work, (iv) enhancement of the knowledge required for competitive examination for promotion and (v) clearance of the conditions for promotion and work assignment at a higher level.

Table-14 Factor Analysis for Promotion to Current Level (Joint Secretary)

No.	Academic background	Training experience	Work experience	Evaluation from your superior	Relation with other persons	Others			
						Experience of working on various geographic regions	Examination conducted by PSC	Knowledge of int'l practices in administration policy and governance gained from education in abroad	Geographical working capacities
1	X		X						
2	X		X						
3	X		X						
4	X	X	X	X	X				
5	X	X	X						
6	X	X	X						
7	X	X	X	X					
8	X								
9		X	X	X					
10	X	X	X	X					
11	X	X	X	X		X			
12	X								
13	X	X	X	X					
14	X	X	X						
15							X		
16	X	X	X	X					
17	X	X	X						
18	X	X	X	X					
19	X	X	X					X	
20	X	X	X	X					X
21	X	X							
22	X		X	X					
Total	90%	60%	90%	50%	10%	10%	10%	10%	10%

Source: Prepared by Japan Development Service based the field survey results.



Source: Prepared by Japan Development Service based the field survey results.

Fig.-3 Relationship between Master's Degree and Work Assignment/Promotion

(3) Needs Survey

In the Preparatory Survey for the Phase I JDS Programme, the target personnel were restricted to civil servants who were capable of planning policies to solve the issues faced by each target country. Meanwhile, the target organizations for recruitment were reviewed in response to the introduction of a new JDS format which involved the acceptance JDS fellows in four batches based on sub-programmes (priority areas for assistance) and components (development issues) based on Japan's country development cooperation policy (priority areas for assistance) and development issues, needs for human resources development, etc. of c target country. However, the scope of the target organizations for recruitment was expanded to include all ministries at the project implementation stage to reflect the situation in Nepal where civil servants are frequently transferred between ministries.

In the present Preparatory Study, a needs survey was conducted with 17 ministries, etc. assumed to be the targets for various components (the total number of ministries, etc. as of December, 2018 is 25). Because of the difficulty of conducting an interview survey at all of these ministries, etc. due to time restrictions, as many interviews as possible were arranged. In the case of those ministries, etc. for which an interview survey could not be arranged, a questionnaire survey was conducted.¹⁸

¹⁸ See Annex 9 – Other Reference Materials for the Preparatory Survey: (1) Questionnaire Sheet for the Needs Survey

Table-15 Framework of the JDS Programme for Nepal as Established
by the Preparatory Survey for Phase I

Sub-Programme (Priority Area for Assistance)	Component (Development Issue)	Main Target Organizations for Recruitment
1. Infrastructure and institutional development for sustainable economic growth	1-1. Economic Policy	Ministry of Finance, National Planning Commission, Office of the Prime Minister and Council of Ministers, Ministry of Foreign Affairs, Ministry of Federal Affairs and Local Development, Ministry of Commerce and Supplies
	1-2. Industrial Development Policy	Ministry of Finance, National Planning Commission, Office of the Prime Minister and Council of Ministers, Ministry of Industry
2. Consolidation of peace and a steady transition to democratic state.	2-1. Development of Human Resource and Administrative Capacity of Civil Servant	Ministry of Finance, National Planning Commission, Office of Prime Minister and Council of Ministers, Ministry of General Administration, Ministry of Federal Affairs and Local Development, Ministry of Home Affairs, Commission for the Investigation of Abuse of Authority
	2-2. Building of International Relations	Ministry of Foreign Affairs, Ministry of Finance, Office of the Prime Minister and Council of Ministers, Ministry of Commerce and Supplies, Ministry of Culture, Tourism and Civil Aviation
	2-3. Improvement of Legal and Judicial System	Ministry of Law, Justice, Constituent Assembly and Parliamentary Affairs, Supreme Court, Office of Attorney General

1) Confirmation of Sub-Programmes and Components

The interview and questionnaire surveys were conducted with those ministries, etc. related to the sub-programmes and components.

While the replies by the section officer-level officials in the interview survey tended to provide information related only to their field of work, the interviews with the Joint Secretary-level officials were designed to establish the concrete needs of the organizations concerned.

Meanwhile, to ensure efficiency, the questionnaire survey sheet listed the likely development issues under each component so that the respondents could select the issues relevant to them along with their own statements regarding the specific needs of the respondents' organizations. Because of this, the replies to the questionnaire survey tend to be less concrete than those to the interview survey. However, the actual results are generally consistent with the sub-programmes and components of the JDS Programme for Nepal.

Table-16 Results of the Needs Survey

No.	Ministry	Interview Survey	Questionnaire Survey	Human Resources Development Needs
1	Ministry of Home Affairs		X	Human resources management and administrative operation in general; peace and security management; disaster control; international relations (international politics, diplomacy, regional integration, etc.); law and judiciary (civil law, criminal law, trade and investment law, etc.)
2	Ministry of Foreign Affairs	X		Diplomatic policy (towards diplomatic negotiation skills); international economy (towards skills to plan diplomacy)
3	Ministry of Education, Science and Technology		X	Human resources management and administrative operation in general; education management
4	Ministry of Industry, Commerce and Supplies	X		Industrial promotion; investment environment; inward foreign direct investment; intellectual property
5	Ministry of Physical Planning, Works and Transport Management	X		Roads; railways (infrastructure project management, transport infrastructure, etc.)
6	Ministry of Federal Affairs and General Administration	X		Administration, public policy, finance, economy and infrastructure (tunnels, etc.) as needs for the government as a whole
7	Ministry of Women, Children and Senior Citizen		X	Administrative operation in general; local governments; international relations; law and judiciary
8	Ministry of Finance	X		Economic policy, fiscal policy, financial policy, public finance management, macroeconomic stability, monetary policy, effective mobilization of domestic and external resources, fiscal federalism, domestic resource mobilization, revenue policy, revenue administration, tax system reform, budget formulation and management, public debts, public expenditure, accounting, effective monitoring of development projects, economic development, economic growth, public enterprises, privatization, public-private partnership, Stabilization of the micro economy, accounting; debts, fiscal expenditure, etc.
9	Ministry of Culture, Tourism and Civil Aviation	X		Economic policy (micro economy, econometrics, etc.); industrial development (development of business environment, etc.); infrastructure development (development plan for the transport sector, urban environment development plan, etc.); administrative operation (local administration to strengthen partnerships with local areas, management of public finance for appropriate operation of funds, etc.); international relations (regional integration, etc.); development of laws (aviation law, etc.)
10	Ministry of Law, Justice and Parliamentary Affairs	X		Commercial law relating to trade, banking and finance; management of business contracts, etc., international relations concerning international treaties, etc.
11	Ministry of Agriculture and Livestock Development		X	National development policy, Industrial development policy; human resources management
12	Ministry of Water Supply and Sanitation	X		Water quality; clean water, sewerage
13	Ministry of Urban Development	X		Architectural structure (engineering field); public policy; economic policy
14	Ministry of Labour, Employment and Social Protection		X	Economic policy (national development policy, micro economy, economy, etc.); Industrial development policy; human resources management and administrative operation (local governments, human resources management, labour policy, etc.); international relations (international politics, diplomacy, regional integration, etc.)
15	Ministry of Communication and Information Technology		X	Economic policy (national development policy, fiscal policy, etc.); Industrial development policy; infrastructure development (energy sector, communication technology, etc.); human resources management and administrative operation (local governments, human resources management, labour policy, etc.); international relations (international politics, international economy, regional integration, etc.); law and judiciary (company law, commercial law, trade and investment law, etc.)
16	Office of Prime Minister and Council of Ministers	X		Economic policy, Industrial development policy; infrastructure development (transportation; energy sector); international relations (international politics, diplomacy, etc.); law and judiciary in general
17	National Planning Commission	X		Finance for the federal system; research on the federal system; economic policy; financial analysis

Source: Prepared by Japan Development Service based the field survey results.

2) Introduction of Academic Field of Infrastructure Development

It was decided to introduce the academic field of infrastructure development as a component of the sub-programme “social and economic infrastructure development which directly leads to economic growth and national livelihood improvement” from Phase II of the JDS Programme for Nepal.

Ministry of Physical Planning, Works and Transport Management (MPPWTM), which is the principal ministry for infrastructure development in Nepal, has some 300 engineers. The MPPWTM has the Department of Roads which is the largest department, the newly created Department of Railways and the Department of Transport Management in charge of traffic signals, etc. for which policies are determined at the ministry level with actual implementation being conducted by the departments. Many staff members working for the department belong to the Nepal Engineering Service (mentioned as “Engineer” in the Table 11). As administrative officers are required to have knowledge of infrastructure and transport, it is said to be preferable for them to have an engineering background.¹⁹

Staff members of the MPPWTM undergo technical training in each specialist field in addition to NSAC training. For the positions of administrative officer of the MPPWTM, human resources development is said to be required to foster those capable of conducting the general management of infrastructure projects.

In addition to the MPPWTM, the Ministry of Energy, Water Resources and Technology, Ministry of Information and Communications, Ministry of Water Supply and Sanitation, Ministry of Urban Development, etc. have a relatively large number of engineers. Some organizations related to infrastructure are semi-governmental organizations (capital ratio of 50:50 between the public and private sectors) and there are cases where civil servants are seconded to these organizations.

The MPPWTM requires personnel with a master’s degree in such fields as infrastructure project management, transportation infrastructure, economic and financial analysis for public enterprises, railways²⁰, tunnels²¹, bridges, mountain roads, engineering project management, traffic management, etc.

Bilateral as well as international assistance for the long-term or short-term training of MPPWTM staff members include that of the ADB-Japan Fund, India, Pakistan and China. There is information that more than 10 staff members recently participated in master’s degree

¹⁹ Organization Chart, Ministry of Physical Planning, Works and Transport Management, see Annex 7 – Organization Charts.

²⁰ An international railway route stretching 35 km links Jainagar in India to Janakpur in Nepal. The construction of a railway route linking China and India via Nepal in the future is conceived.

²¹ Japan provides assistance for a tunnel project with an ODA loan.

course training in China. The Joint Secretary of the MPPWTM who was interviewed is an engineer who obtained a master's degree in Belarus. In regard to the question concerning the need for a doctor's degree, the Joint Secretary commented that the MPPWTM does not especially require a doctor's degree. The percentage of engineers at the MPPWTM with a doctor's degree is said to be 1 - 2%.

3) Introduction of a Doctor's Degree

In Phase II of the JDS Programme for Nepal, 22 fellows will be accepted for each batch consisting of 20 master's degree fellows and two doctor's degree fellows.

The needs survey and career path survey confirmed that there is a small number of staff members with a doctor's degree in each ministry, etc. The opinion was expressed that a doctor's degree should be considered as the next step for those with a master's degree to expand their knowledge and that the knowledge associated with a master's degree was what is required rather than knowledge at the doctor's degree level. However, the Ministry of Urban Development, MPPWTM, etc. expressed an opinion that the introduction of a doctor's degree course would be welcome if the research theme of such a course would contribute to government policy. Meanwhile, those with a doctor's degree are actively working at the NPC responsible for national planning and doctor's level experts are said in demand in such fields as macroeconomy, taxation system and economic policy.

Many of the interviewed government officials expressed the opinion that there should be a working period of several years between the completion of a master's degree course and the commencement of a doctor's degree course instead of the immediate continuation of these two courses. Several staff members of various ministries pointed out the problem that when a section officer goes abroad to obtain a doctor's degree, he/she will still be a junior level section officer in terms of he/her career path on return to Nepal after successfully completing a doctor's course. The relationship between a doctor's degree and promotion (career) according to the MOFAGA is that while a master's degree earns extra points for promotion, a doctor's degree does not earn such points. One example is a government official who obtained a master's degree from Tsukuba University (World Bank scholarship) and then a doctor's degree from Tokyo University (Ministry of Education scholarship) and was subsequently left behind his colleagues in terms of promotion because of his long period of study in Japan. He then retook the open examination and is currently working in the policy decision section of the Ministry of Foreign Affairs (Nepal).

Several interviewees expressed the opinion that the age limit for application for a doctor's degree should be 45 years as the age limit of 40 years considerably narrows the scope of applicants.

(4) Gender and Other Considerations

The gender ratio of civil servants varies from one ministry to another. As already shown in Table-10, the female ratio is 13.64% for section officers (Gazetted Third) and 6.98% for under-secretaries (Gazetted Second).

Meanwhile, the gender ratio for applicants for the Phase I JDS Programme for Nepal²² was 83.8% for males (361 for four batches) and 16.2% for females (70), slightly exceeding the gender ratio for gazetted officers. The gender ratio for successful applicants of the four batches was 80% for males (64 out of 80) and 20% for females (16 out of 80). The latter exceeded the gender ratio for females among applicants.²³

Table-17 Number of Applicants by Gender

FY	2015		2016		2017		2018		Grand Total	
	Number of Applicants	%	Number of Applicants	%	Number of Applicants	%	Number of Applicants	%	Number of Applicants	%
Male	63	82.9	89	80.9	101	84.2	108	86.4	361	83.8
Female	13	17.1	21	19.1	19	15.8	17	13.6	70	16.2
Total	76	100.0	110	100.0	120	100.0	125	100.0	431	100.0

Source: Japan International Cooperation Center (JICE)

Table-18 Number of Successful Applicants by Gender

FY	2015		2016		2017		2018		Grand Total	
	Number of Successful Applicants	%	Number of Successful Applicants	%	Number of Successful Applicants	%	Number of Successful Applicants	%	Number of Successful Applicants	%
Male	16	80.0	14	70.0	17	85.0	17	85.0	64	80.0
Female	4	20.0	6	30.0	3	15.0	3	15.0	16	20.0
Total	20	100.0	20	100.0	20	100.0	20	100.0	80	100.0

Source: JICE, Periodic Report for the JDS Programme for Nepal (April to end of September, 2018)

The opinions expressed during interviews on such matters as the problems and obstructing factors for female civil servants application for the JDS Programme for Nepal include application difficulty because of the fact that target age bracket for application (younger than 40 years of age) corresponds with the period of marriage and child-raising. The fact that women are predominantly responsible for matters of the home is another obstructing factor. The ideas expressed to solve these obstructing factors are relaxation of the age restriction for application by a woman and empowerment of women. The reaction to women going abroad to study varies from one family to another and some families have no objection to a female family member applying for study abroad.

²² Information provided by the JICA Nepal Office.

²³ Because of the selection preference for a female candidate when the screening results for a general interview are the same for male and female candidates, the gender ratio for females among the successful applicants is higher than that for initial applicants.

Multiple interview results suggest the importance of allowing family members to accompany the JDS fellow regardless of the said fellow being male or female from the cultural perspective of Nepal.

The following considerations will be adopted at the recruitment stage of the Phase II JDS Programme for Nepal based on the idea that it is important to continue a programme to which Nepalese female civil servants find it easy to apply.

- Attendance of spouse at recruitment meetings
- Sharing of the actual experience of returned female JDS fellow and those accompanied by family members at recruitment meetings
- Implementation of an individual consultation system through the sharing of contact information on returned JDS fellows at recruitment meetings

In relation to social inclusion to expand the scope of applicants, the Constitution of Nepal (promulgated in 1990) stipulated in Article 11 that the state should not discriminate against citizens on the grounds of religion, race, gender, caste, tribe or ideological convictions or any of these. In the Provisional Constitution (2007) and New Constitution (2015), both of which are in line with the process of democratisation, the status of Nepal as an inclusive state is declared in addition to guaranteeing the equal rights of citizens under the Old Constitution. The Civil Service Act stipulates special considerations for women and people who have been subject to social discrimination, such as the Dalit, Janajati and Medhesi, with special quotas in relation to employment and the promotion of civil servants. The recruitment document for the Phase I JDS Programme for Nepal included the statement: “Competent women, Dalit, Janajati, Medhesi and other minority groups are encouraged to apply”. The continuation of this practice in Phase II is desirable.

(5) Follow-Up for Returned JDS Fellows

The MOFAGA has stated that there was no follow-up system relating to the performance of the study abroad of civil servants, including monitoring of his/her research work during the period of study abroad, consultation on research and dissemination of the research results of the study abroad on return to Nepal. The Civil Service Act, Article 37 Para. 4 stipulates that a government officer who has participated in research, training or a study trip abroad pursuant to the provisions of this Article shall prepare a report on completion of the said research, training or study trip and shall submit such report to his/her own office. One returned JDS fellow interviewed said that he had voluntarily submitted a research report even though there was an option of posting a report to the journal of his own ministry. Information was also obtained that one university provides the option for JDS fellows to share a thesis with one’s own ministry prior to submission to the university so

that the finalised thesis reflecting the comments made by the ministry is submitted to the university.²⁴

The MOFAGA has expressed its desire to see the sharing of the outcomes of study abroad while the interviewed JDS fellows who have returned to Nepal would also like the opportunity to present their research work and its outcomes. Therefore, the establishment of a mechanism which allows returned JDS fellows to present their study/research outcomes is preferable from the viewpoint of utilising the outcomes of the study in Japan of JDS fellows.

In regard to post-study job assignment, the MOFAGA allows a returned JDS fellow to indicate his/her preferred destination based on the study outcomes and the MOFAGA itself tries to accommodate such preference from the viewpoint of the efficient use of human resources. There is an arrangement whereby a JDS fellow can convey his/her research theme to his/her own organization or the MOFAGA three months before returning to Nepal so that an appropriate work place can be considered. However, such consultation process did not take place this year because of the reform of the civil service system (enforcement of the Employee Adjustment Act in 2017 in relation to the transition to a federal system).

As of December, 2018, only the first batch JDS fellows in Phase I have returned to Nepal. One fellow commented on his study that he studied the relationship between India, China and Nepal during his study in Japan and that he is now assigned to an India-related position, making the best use of his study outcomes. Meanwhile, a colleague of a returned JDS fellow expressed his opinion that the returned JDS fellow displays much more leadership than before. The ministries of these returned JDS fellows appear to keep tabs on the state of the activities of the returned JDS fellows. In regard to the network of JDS fellows established during the stay in Japan, it has been confirmed that the members of such network exchange information on their work assignments, etc. Accordingly, a request to arrange an interview is shared through such network and the members gather together for an interview session.

In Nepal, the most representative alumni associations of returnees from study in Japan are the JUAAN (Japanese Universities Alumni Association, Nepal), JAAN (JICA Alumni Association of Nepal), Nepal JSPS (Japan Society for the Promotion of Science-Alumni Association) and NAAS (Association for Overseas Technical Cooperation and Sustainable Partnership Alumni Society). The alumni association of Tokyo University and the alumni association of the GRIPS (National Graduate Institute for Policy Studies) with some 70 Nepalese members conduct orientation for those starting post-graduate courses and welcome receptions for returnees. Many of the interviewees expressed the opinion that the alumni network is not only beneficial from the viewpoint of work and personal interests but also useful to maintain contact with tutors.

²⁴ Returned first batch JDS fellow (studied at Yamaguchi University).

As far as the launch of an alumni association of returned JDS fellows is concerned, those of the Phase I First Batch who returned to Nepal in October, 2018 are said to be discussing how to maintain their relationship with Japan, how the alumni association can contribute to Nepal and other relevant matters. As 20 fellows (22 in Phase II) are accepted each year (batch) of the JDS Programme, the size of this alumni association will become quite large in the long-term. However, as of April, 2019, financial support for the activities of a JDS alumni association alone is difficult to secure. On the Japanese side, the idea has been put forward to make the returned JDS fellow join the JAAN and support for these fellows would be indirectly provided through the JAAN.

(6) Survey on Similar Projects of Other Development Partners

1) Korea

Korea (KOICA) provides a scholarship similar to the JDS Programme in that it supports the study of foreign civil servants on a master's degree course. The KOICA Scholarship Programme began in 2000 for 68 target countries of the OECD-DAC list. Table-19 shows the target sectors, titles of the available courses and accepting universities listed in the application requirements for 2019. One major difference of this programme from the JDS Programme is that the scholarship limit is not determined for each target country. Each university accepts a combined total of 15 to 20 foreign students each year from the target countries under the KOICA Scholarship Programme.

Table-19 KOICA Scholarship Programme for 2019

Sector	Course Title	University
Governance	Urban Development Policy	Chung Ang Univ.
	Gender Equality Leadership	Ehwa Woman's Univ.
	Finance and Tax Policy	Korea Univ.
	Industry and Trade Policy	Kyung Hee Univ.
	Public Management and Public Policy Reforms	Seoul National Univ.
	National Development Policy for African Countries	Seoul National Univ.
	Public Administration (Local Government)	Sungkyunkwan Univ.
	Regulation Management for Economic Development	Korea Development Institute School
Rural Development	Agricultural Engineering	Hankyong National Univ.
	Agricultural Economics	Kang Won National Univ.
	Agricultural Production	Kyung Pook National Univ.
	Development of Fisheries Industry	PuKyoung National Univ.
	Community Development	Yonsei Univ. (Wonju campus)
Health	Global Health Security	Yonsei Univ.
Technology, Environment & Energy	Energy Science and Policy	Ajou Univ.
	Techno-Entrepreneurship Competency based on EE & ICT Convergence	Han Dong Univ.
	Water Resources Management	Sungkyunkwan Univ. (Suwon campus)
Education	Global Education Leadership	Korea National University of Education

Source: 2019 KOICA Scholarship Program Application Guidelines for Master's Degrees

According to the person handling the KOICA Scholarship Programme, Nepal dispatches some 17 - 20 people to this scholarship programme each year and 170 Nepalese nationals have completed a master's degree course so far.

While the MOF acts as the counterpart for this programme, there is no agent for the programme's implementation as the KOICA itself implements the programme. Recruitment involves the sharing of information originally forwarded by the MOF to the MOFAGA with the relevant ministries, etc. At the same time, the KOICA itself provides information to directly related ministries, etc. to facilitate the process of spreading recruitment information. The KOICA requests the Government of Nepal to recommend four candidates for each accepting university even though applications by more than four candidates are accepted.

The recruitment process starts in January. Those passing the document screening and interview stage (first round) have an interview by an accepting university (second round) and then have a health check (third round) before learning the final outcome of their application. As in the case of the JDS Programme, the KOICA organizes an application encouragement seminar. While the JDS Programme only holds such a seminar in Kathmandu at present, it is said that the KOICA is planning to start a seminar in local areas in 2019.

The age limit for application is 40 year but the flexible management means that applicants over 40 years of age are not rejected outright. It is unnecessary for an applicant to subject any documents certifying his/her linguistic competency, such as an IELTS (International English Language Testing System) certificate. Although there is no pre-departure language training, the selected fellows can take a Korean language course (lasting for 3 - 6 months) provided by each university from this year as an optional subject. The total study period varies from 18 months to 21 months and family members are not permitted to accompany the selected fellows. The Nepalese KOICA fellows are highly appraised by the accepting universities and some fellows have won academic prizes with their research work.

The results of the interviews conducted as part of this Preparatory Survey with government officials on similar scholarship programmes of other development partners suggest positive aspects of the KOICA Programme in that some of the accepting universities (mostly those among the top 10 universities in Korea) are high on the global university ranking table and that budgetary funding to assist the activities of alumni members of the KOICA Programme (essay contest, seminars to which academics and Korean embassy staff are invited and other events) is provided. However, an enquiry to a person handling the KOICA Programme in Nepal found that there is currently no alumni association in Nepal for the KOICA Programme although the returned KOICA fellows are engaged in various activities organized by the KOICA for returned Nepalese nationals who attended training sessions in Korea.

The KOICA Programme conducts programme evaluation every two years.

2) Australia

The Australia Awards Scholarship (formerly the Australian Aid Scholarship) is a scholarship programme sponsored by the Government of Australia and is implemented by Scope Global as the agent. As in the case of the JDS Programme, the target sectors are in accordance with the priority fields identified by Australia and Nepal. A total of 13 sectors, including education and health, are targeted. As this scholarship allows applications from not only civil servants but also from ordinary citizens, many women are said to apply. The governance sector targets administrative officers of the government. Civil servants account for approximately 40% of all Nepalese nationals who have received this scholarship.

The target number for selection per year varies from 20 to 24 (depending on the relevant budget size of the government) and the scholarship is only offered to those aiming to obtain a master's degree. A doctor's degree course was previously included but was withdrawn because (i) the budget to support one doctor's degree student studying for 3 - 4 years can support two master's degree students studying for 1 - 2 years, (ii) a doctor's degree is not particularly considered to be important in Australia and (iii) while children may accompany a doctor's degree student, a work visa is required on reaching 18 years of age as many children accompany doctor's degree students fall in this category. Another reason appears to be that some government ministries in Nepal have expressed the view that a doctor's degree is unnecessary.

The selection of successful applicants is made by a 17 member committee which does not include the Embassy of Australia in Nepal.

The application is made on-line. When an on-line application is not possible, a paper application is accepted. As the application details are input to a PC by the agent, however, all applications are ultimately handled on an on-line basis. In the case of the JDS Programme, cases of some applicants withholding their application documents until almost the closing date in fear of the research plan described in their paper application documents being leaked to and used by another applicant have occasionally heard of. On-line application casts aside such concern while achieving a high level of transparency and reducing errors in both calculation of the years of education and entries on the application form. In view of the fact that there are frequent suspensions of flights and road blockages due to natural disasters and generally poor transport conditions in Nepal, the introduction of an on-line application procedure should result in improved efficiency, increased reliability and fairness of the application procedure of the JDS Programme.

The most prominent feature of the Australian scholarship is the allocation of 50% of successful applications to women and the socially vulnerable. The emphasis on gender consideration means that female applicants account for more than 50% although the female shares among applying civil servants is said to be smaller. For the inclusion of the socially vulnerable, there is a system to grant a high score for LGBT, discriminated caste groups, disabled persons and those working in local areas to maintain the diversity of applicants. A special support system (for example, procedure is in place to handle an application made by wheelchair user, etc.) is arranged for disabled persons and the successful applicants include a disabled person(s) every year. Such a flexible response to the circumstances of individual applicants indicates the higher level of consideration under the Australian scholarship for the socially vulnerable compared to Japanese scholarship programmes.

The application period is from 1st February to the end of April every year and an explanatory meeting is held every Friday at the scholarship office in Kathmandu in addition to an explanatory meeting at seven local sites and visits to local government offices.

A successful applicant may select up to two universities. When the English proficiency is found to be inadequate, there is a supplementary English language course of 10 - 12 weeks on arrival in Australia. Prior to departure, there is a two day orientation session which may be attended by any family members planning to accompany the selected applicants. Such participation of family members in this orientation session assists their settling in Australia on arrival and is ultimately effective in reducing the burden on the selected applicants. Because of such beneficial effects, the introduction of similar arrangements for the JDS Programme is now being considered.

The follow-up activities include the preparation of a development impact plan and the implementation of an alumni development survey. This survey is conducted on-line 12 - 18 months after return to Nepal. As each scholarship fellow returning to Nepal is issued with an air ticket, the return ratio is 100%. Any decision on the future career after return is considered to be a personal matter.

Scope Global has a base in each target country of the Australian Awards Scholarship (Kathmandu Post, Delhi Post, etc.) and returned fellows can have interaction with other returned fellows registered at such posts in other countries by registering with the Scope Global post in their own country. Each of these posts has a mechanism whereby returned fellows help those heading to Australia and also help each other.

Because priority is given to a fellow's own familiarization with a new life in Australia, family members may only be invited to join a fellow three months after study has started. However, there are special measures, such as permitted travel with a baby if a female fellow has a baby.

The valid period of a visa for a family member is the same as that of a student visa which is afforded to a fellow. It is, therefore, unnecessary for an accompanying family member to return to Nepal early.

Even though the study period in Australia is a fixed period to start with, there is an exception which allows an extension of the scholarship period. There were cases of approved extension following the earthquake in 2015 as many fellows experienced a delay of their research progress because of their inability to conduct planned field work in Nepal or a need to temporarily return to Nepal to attend disaster-hit family members.

Table-20 Comparison of Scholarship Programmes of Three Countries

Country	Scholarship Title	Number of Acceptances/Target Persons/Target Fields
Japan	JDS (The Project for Human Resource Development Scholarship)	Number of Acceptances: 22 (22 for MA and 2 for Ph.D.) Target Persons: Civil servants (administrative officials) Target Fields: Economic policy; Industrial development policy; enhancement of operational capability of administrative officials; infrastructure administration; establishment of international relations; development of legal system
Australia	Australian Awards Scholarships	Number of Acceptances: approximately 20 to 24 (depending on the budget size) Target Persons: Ordinary citizens and civil servants (administrative officials) Target Fields: 13 fields, including education and health; governance for administrative officials
Korea	KOICA Scholarship Program	Number of Acceptances: approximately 17 to 20 (changes each year) Target Persons: Civil servants (administrative officers) (Exception: staff members of development-related NGOs require a letter of recommendation from the government and the Embassy of Korea) Target Field: Broad ranging from Gender and climate change to social and economic development

CHAPTER 3 OUTLINE AND IMPLEMENTATION SYSTEM OF THE JDS PROGRAMME

(1) Outline of the JDS Programme for Nepal

In Nepal, the acceptance of Nepalese JDS fellows began in 2016 after the preparatory survey for the Phase I JDS Programme in 2015 and 20 fellows have since arrived in Japan every year, totalling 60 fellows (20/3 batches) as of the end of May, 2019.

Facing the completion of Phase I, work was conducted to reconfirm the situation of development issues in Nepal and the development cooperation of Japan. It was proposed that up to 22 Nepalese JDS fellows (20 for a master's degree and two for a doctor's degree) would be accepted every year of Phase II which would start in FY 2019 until FY 2023 and that infrastructure development would be introduced as a new component.

Following this proposal, it was decided that the project implementation system would change from the three year national bond type²⁵ so far to the five year national bond type. The introduction of doctor's degree courses, a new project implementation system based on a 5 year government bond and the introduction of "infrastructure development" as a new component were approved in discussions with the MOF as well as the MOFAGA in Nepal which were held as part of the First Field Survey in December, 2018.

During a series of interviews under this Preparatory Survey, several organizations raised a question regarding the omission of agriculture as a project component despite the fact that 60% of Nepal's working population is engaged in agriculture. The survey team explained that agricultural policies could be studied under such components as "economic policy" and "industrial development policy".

²⁵ Three year type (only for master's degree students): covering the period from the pre-departure procedure for successful applicants in the year of signing the E/N to the implementation of a return home programme and preparation of a report. Five year type: Covering the period from the implementation of various procedures relating to the recruitment and selection of master's and doctor's degree JDS fellows who, in principle, arrive in Japan in the year following the year of the signing of the E/N to the implementation of a return home programme and preparation of a report. (Source: Cost Estimation Manual for Grant Aid Cooperation: "The Project for Human Resources Development Scholarship", page 10)

Table-21 Sub-Programmes and Components (Comparison between Phase I and Phase II)

Phase I		Phase II	
Sub-Programme (Priority Area for Assistance)	Component (Development Issue)	Sub-Programme (Priority Area for Assistance)	Component (Development Issue)
1. Infrastructure and institutional development for sustainable economic growth	1-1. Economic policy 1-2. Industrial development policy	1. Social and economic infrastructure and mechanism development directly lead to economic growth and the national livelihood improvement	1-1. Economic policy 1-2. Industrial development policy 1-3. Infrastructure development (New)
2. Consolidation of peace and a steady transition to democratic state	2-1. Development of human resource and administrative capacity of civil servant 2-2. Building of international relations 2-3. Improvement of legal and judicial system	2. Governance enhancement and basic framework development for democracy	2-1. Development of human resource and administrative capacity of civil servant 2-2. Building of international relations 2-3. Improvement of legal and judicial system

(2) Basic Plan by Priority Area of the JDS Programme

During the Preparatory Survey, a draft basic plan for each priority area of the JDS Programme (describing the objective, indicators, accepting universities, curriculum and other relevant matters) was compiled in relation to two sub-programmes and six components approved by the OC based on the findings of supplementary surveys on the stakeholder organizations and reviewing the proposals submitted by each accepting university. These plans were then checked by the JICA Headquarters and their English versions (Basic Plans for the Priority Target Areas) were explained to the OC during the Second Field Survey period in March, 2019 and were agreed by the OC (see Annex 8 - Basic Plans for the Priority Target Areas (Sub-Programmes)).

Table-22 Assumed Research Themes by Component (Development Issue)

Sub-Programme (Priority Area for Assistance)	Component (Development Issue)	Assumed Research Themes
1. Social and economic infrastructure and mechanism development directly lead to economic growth and the national livelihood improvement	1-1. Economic policy	National development policy, macroeconomic policy, fiscal policy, financial policy, taxation policy, etc.
	1-2. Industrial development policy	Development of investment environment, Industrial development policy, inward direct investment promotion policy, development of business environment, etc.
	1-3. Infrastructure development	Civil engineering (railway engineering, tunnel engineering, bridge engineering and construction of mountain roads), traffic control, irrigation management, etc. Water supply and sewerage development and urban planning
2. Governance enhancement and basic framework development for democracy	2-1. Development of human resource and administrative capacity of civil servant	Decentralisation, local administration, administrative management, personnel management policy, administrative and fiscal management, local autonomy, labour policy, public policy, etc.
	2-2. Building of international relations	International politics, international economy, diplomatic policy, South Asia regional integration, etc.
	2-3. Improvement of legal and judicial system	Civil law, criminal law, company law and commercial law, development of legal system for the promotion of trade and investment, etc.

(3) Acceptance Plan

1) Selection of Accepting Universities and Number of JDS Fellows to be Accepted

For Phase I, JICA presented the assumed target areas (sub-programmes) and development issues (components) of the JDS Programme for Nepal to Japanese universities which had accepted JDS fellows in the past and universities hoping to accept JDS fellows and requested these universities to submit a proposal stating the preferred component(s) for the acceptance of JDS fellows from Nepal. The JICA Headquarters and its Nepal Office jointly evaluated these proposals based on the evaluation guidelines. At a meeting held in 2015 regarding the preparatory survey for Phase I, a draft list of accepting universities was presented to the Government of Nepal and was discussed by officials responsible for the JDS Programme from Japan and Nepal. Those shown in Table-23 were final selection of the accepting universities.²⁶

²⁶ The Project for Human Resources Development Scholarship in the Federal Democratic Republic of Nepal: Report for the Preparatory Survey (JICA/JICE, 2016).

Table-23 List of Accepting Universities in the Phase I JDS Programme for Nepal

Sub-Programme (Priority Area for Assistance)	Component (Development Issue)	University	Graduate School	Planned Number of Acceptances: 20
1. Infrastructure and institutional development for sustainable economic growth	1-1. Economic policy	International University of Japan	Graduate School of International Relations	3
		Hiroshima University	Graduate School for International Development and Cooperation	2
	1-2. Industrial development policy	International University of Japan	Graduate School of International Management	2
		Rikkyo University	Graduate School of Business	2
2. Consolidation of peace and a steady transition to democratic state	2-1. Development of human resource and administrative capacity of civil servant	Meiji University	Graduate School of Governance Studies	2
		International Christian University	Graduate School of Arts and Science	2
		Yamaguchi University	Graduate School of Economics	2
	2-2. Building of international relations	Ritsumeikan University	Graduate School of International Relations	3
	2-3. Improvement of legal and judicial system	Kyushu University	Graduate School of Law	2

For Phase II, a proposal was submitted by each university hoping to accept JDS fellows from Nepal as same as Phase I. Based on these proposals, a shortlist of candidate accepting universities was jointly prepared by the JICA Headquarters and its Nepal Office. Based on this list, the Preparatory Survey Team reviewed the proposed research themes, number of JDS fellows to be accepted, operating system and other relevant matters of these universities and prepared a reference material based on the characteristics of individual universities.

A meeting was held between the survey team and MOF and MOFAGA of the Government of Nepal in December, 2018 during the First Field Survey period and the Japanese accepting universities and number of acceptances by individual universities were decided. For the decision on the accepting universities, comments made by the returned JDS fellows in Phase I were shared as useful references. While certain agreements were made during the First Field Survey period on the accepting universities and number of acceptances, the survey team conducted an additional survey on the newly added component of infrastructure development and reported its findings at the OC meeting held in March, 2019. The OC then made the final decision on the accepting universities, taking research fields which could be achieving synergistic effects with the future JICA projects into consideration.

The accepting universities will provide special programmes designed to support the research work of the JDS fellows in addition to educational guidance based on the existing curricula and programmes.

Table-24 List of Accepting Universities in the Phase II JDS Programme for Nepal²⁷

Sub-Programme (Priority Area for Assistance)	Component (Development Issue)	University	Graduate School	Planned Number of Acceptances: 20
1. Social and economic infrastructure and mechanism development directly lead to economic growth and the national livelihood improvement	1-1. Economic policy	Hiroshima University	Graduate School for International Development and Cooperation	3
		Waseda University	Graduate School of Asia-Pacific Studies/ International Relations	2
	1-2. Industrial development policy	International University of Japan	Graduate School of International Management	3
	1-3. Infrastructure development	Saitama University	International Graduate Program on Civil and Environmental Engineering	2
2. Governance enhancement and basic framework development for democracy	2-1. Development of human resource and administrative capacity of civil servant	International University of Japan	Graduate School of International Relations	2
		Meiji University	Graduate School of Global Studies	2
		Yamaguchi University	Graduate School of Economics	2
	2-2. Building of international relations	Ritsumeikan University	Graduate School of International Relations	2
	2-3. Improvement of legal and judicial system	Kyushu University	Graduate School of Law	2

2) Application Requirements for the JDS Programme for Nepal (Master's Degree Programme)

The application requirements for an applicant for the JDS Programme for Nepal (Master's Degree Programme) which are included in the basic plan for each priority area of the JDS Programme were formulated as shown in the box below and were approved during the Second Field Survey in March, 2019.

²⁷ For the acceptance plan for Phase II (for four batches), see Annex 8 – Basic Plans for the Priority Target Areas (Sub-Programmes).

Application Requirements for a Master' Degree Course

Job Experience, etc.:

- More than 3 years job experience in the field related to the applied component

Others:

- A Nepalese national
- A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
- Age between 25 and 40 years old as of 1st April of the year commencing the study
- Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
- Sufficient English language ability to pursue a master's degree
- A person who does not have a master's degree from foreign country with the scholarship of other development partners/ A person who will not apply for other foreign scholarships
- A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
- A person of sound body and mind
- A person currently not serving in the military

3) Consideration of Inclusion of the Doctor's Degree Programme

As described in Chapter 2, a survey regarding additional application slots for doctor's degree students was conducted as part of this Preparatory Survey and these additional slots were approved at meetings with the officials of the MOF and the MOFAGA in December, 2018 during the First Field Survey period. A (draft) acceptance plan for doctor's degree students which was prepared based on the results of this particular survey was discussed, then agreed at the OC meeting in March, 2019 during the Second Field Survey period as shown in the box below. During discussions, no conclusion was reached regarding whether the application requirement relating to the current position should include "Under Secretary and above" or not. It was decided that this matter would be reviewed by the concerned ministries of the Government of Nepal. It was also decided that the entire plan for the acceptance to a doctor's degree course would be finalised at the OC meeting in August, 2019.

Acceptance Plan for Doctor's Degree Students (Provisional)

The objectives:

To foster human resources who can exercise influence at home and abroad through a global vision and personnel networking as a representative of Nepal in addition to the ability to make macroscopic decisions and policy judgements regarding the development issues of Nepal based on the advanced knowledge and research ability

Application Requirements:

- A Nepalese national
- A Gazetted Officer
- Age of between 25 and 45 (as of April of the year of arrival in Japan)
- Holds a master's degree from a university recognized by the Nepalese government or other foreign countries
- Has returned to and served for the country for certain years (involving actual work and/or research preparation) set by his or her organization after completion of master's course
- Whose research theme is relevant to the development Issues of Nepal referred to in the framework of Sub-Programs and Components of JDS
- Receives a recommendation from the supervisor of his/her current duty office (Reference Letter should contain evaluation of applicant's performance at work and relevance of his/her research theme to his/her career)
- Has an acceptance from the expected academic adviser(s) of the applying university
- Sufficient English language ability to pursue a doctor's degree
- Not have obtained or is scheduled to obtain a doctor's degree overseas with a scholarship from another foreign donor
- A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
- A person of sound body and mind
- A person currently not serving in the military

Application/ Selection Method and other conditions:

- Having obtained consent to study for a doctor's degree by a respective tutor, the applicants submits a set of documents, including a letter of recommendation from the place of work and a research plan (A person who has obtained a master's degree in Japan is assumed to proceed to a doctor's degree course of the same graduate school (or the same tutor))
- Recruitment and selection are separately conducted from those for applicants for a master's degree course
- Selection is based on the selection criteria decided by the OC
- Maximum study period: three years
- Maximum number of doctor's degree slots: two

The originally proposed application requirements for a doctor's degree programme by the Survey Team was "up to 45 years old, has obtained a master's degree in Japan, holds the title of Under Secretary or higher and has completed a certain tie-in period on return to Nepal". As mentioned earlier, the decision of whether applicants should be restricted to those holding the position of Under Secretary or above, or whether Section Officers should be allowed was postponed. Meanwhile, it was decided not to restrict the country where applicants obtained

master's degree to be restricted to Japan, to encourage more applicants with a view to securing excellent human resources.

The potential number of applicants was estimated using the originally proposed application requirements, i.e. "up to 45 years old, has obtained a master's degree in Japan, holds the title of Under Secretary or higher and has completed a certain tie-in period on return to Nepal". Although it was difficult to ascertain the concrete number of potential applicants based on interviews with the MOFAGA and other ministries, one government official put the number at 20 - 25 for liberal art majors and a similar number for engineering courses, ignoring whether or not these people want to study abroad. It does not currently appear to be difficult to receive a sufficient number of applicants, partly because of the decision at the OC meeting in March, 2019 that the country where the applicants obtained a master's degree would not be restricted to Japan.

(4) Outline of the Obligations of the Nepalese Side

As in the case of Phase I, the OC for the Phase II JDS Programme for Nepal consists of Nepalese members (representatives of the MOF and MOFAGA) and Japanese members (representatives of the Japanese Embassy in Nepal and JICA Nepal Office). The functions and roles of the OC based on the Guidelines for the Operation of the JDS Programme are listed below.

- ① Participation in discussions on the formulation of the project implementation plan in the Preparatory Survey
- ② Selection of JDS fellows
- ③ Facilitation of the effective utilisation of and follow-up for returned JDS fellows
- ④ Examination of issues relating to the operation and management of the project

In accordance with the flow of the JDS Programme for Nepal, the Government of Nepal plays such roles as cooperation for recruitment and encouragement of applications by means of facilitating the distribution of application forms and other activities, working with various ministries, etc. to cooperate with the JDS Programme, approval of a leave of absence for successful applicants, regular monitoring of the selected JDS fellows using the Agent and reporting to JICA. The Government of Nepal also checks the progress of the JDS Programme and matters of concern and responds to these matters if necessary. Other roles include the provision of necessary data for the preparation of a master's thesis by each JDS fellow.

In connection with the return of JDS fellows to Nepal, the MOFAGA is requested to work with other ministries, etc. so that the returned JDS fellows are assigned to the same position they had before leaving for Japan to study or positions in which each returned JDS fellow can conduct a pivotal role in a government office. As mentioned earlier, this Preparatory Survey discovered that it would be difficult for a returned JDS fellow to return to a previously held position due to frequent

transfer between different ministries within the Government of Nepal. The MOFAGA well understands the objective of the JDS Programme and has made positive references to the effective deployment of returned JDS fellows and sharing of the outcomes of their study abroad.

The objective of the Project of the JDS Programme for Nepal is fostering of young government officials who will contribute to the solving of Nepal’s development issues and creation of a human network between the Government of Japan and the Nepal. It is expected that the Government of Nepal will utilize the government officials fostered by the JDS Programme through their effective assignment throughout the government, actively use the knowledge acquired by the JDS fellows while studying in Japan, provide opportunities for the sharing of such knowledge and facilitate the use of a human network involving JDS fellows.

(5) Implementation Schedule for the JDS Programme for Nepal

The flow of the Phase II JDS Programme for Nepal (in four batches from FY 2019 to FY 2022) which will start after the completion of this Preparatory Survey is shown in Fig.-4.

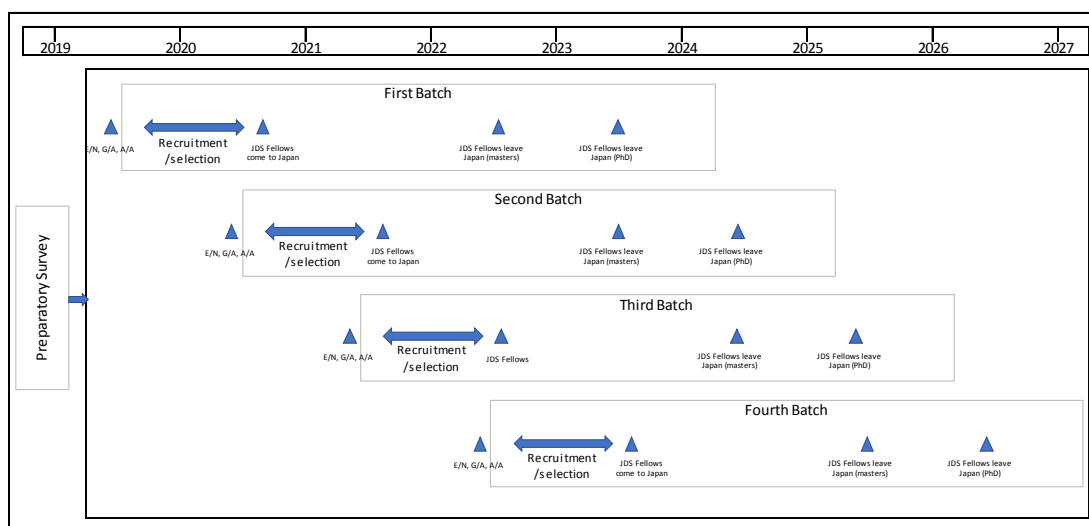


Fig.-4 Flow of Four Batches of the Second Phase of the JDS Programme for Nepal (2019 - 2022)

For the Project, both an E/N and G/A will be signed by the Government of Nepal and the Government of Japan in each of the next four years. JICA will recommend the consultant to which it has entrusted this Preparatory Survey as the Agent for the Project to the Government of Nepal. The consultant will conclude an Agent Agreement for the JDS Programme for Nepal with the Government of Nepal. The main activities of the Agent for the JDS Programme for Nepal will be (i) support for recruitment, application and selection, (ii) support for successful applicants to prepare for their departure to and arrival in Japan, (iii) support for the JDS fellows during their stay in Japan and (iv) follow-up for returned JDS fellows.

The annual schedule for the main body for the Project is shown in Table-25 along with important points at each stage of the JDS Programme for Nepal.

Table-25 Summary Schedule of the JDS Programme for Nepal

Sequence	Work Involves	Timing
1. Recruitment; application; selection	① Preparation and distribution of the guidelines and promotion materials	August to December
	② Promotion activities including organising promotion seminars	
	③ Technical guidance for applicants/ Replying inquiries	
	④ Document screening	November to March
	⑤ Examinations and interviews	
2. Before departure to and after arrival in Japan	① Logistic support before departure	April to August
	② Pre-departure/ Post-arrival orientation	July to August
	③ Support for moving to accommodation	September to October
3. During the stay in Japan	① Support for JDS fellows	During stay in Japan
	② Support for accepting universities	
4. Follow-up for returned JDS fellows	① Reporting Session /Follow-up activities for networking	After return to Nepal

1) Recruitment, Application and Selection

① Preparation and Distribution of Application Guidelines

For the preparation of the application guidelines and promotional materials, Bikram Sambat, which is the official calendar of Nepal, will be shown along with the Western calendar (A.D.) Information on the application requirements will be distributed using various means, including posters, leaflets, websites of the relevant ministries of the Government of Nepal and the Agent (Japan Development Service co., Ltd), web advertisements, SME and e-flyers, SNS groups of government officials and newspaper advertisements.

② Promotion Activities including Promotion Seminars

In connection with promotion seminars, the interview survey found that there is a strong hope among government officials for these seminars to be held in the seven provinces from the viewpoint of equality within the country. MOFAGA expressed its willingness to organise these seminars in the provinces.

Meanwhile, JICA Nepal Office mentioned that the federal system is still at the introductory stage, and that during Phase I, only a small number of officials who hold adequate English proficiency attended a promotion seminar held in Pokhara, a city in the western region of Nepal. It was also expressed a view that promotion seminars in provinces were unnecessary at present because of the increasing number of applicants with the promotion seminars held only in Kathmandu. Taking these opinions into consideration, the general view at present is that promotion seminars in provinces will be a matter for consideration in the future as the progress of the transition to a federal system is monitored.

In regard to encouraging applications, it was proposed under the new JDS system that the recruitment focus should be placed on the human resources of those administrative organizations which are most related to each development issue (component) of the sub-programmes. However, our interview survey shows that the target organizations should be open to all ministries in Phase II as same as Phase I instead of specifying target ministries, as gazetted officers, who are the target personnel of the JDS Programme for Nepal, move from ministry to another ministry every several years.

The objective of the career path survey described in Chapter 2 was to identify the career path of the higher ranked officials, in other words, if there would be any specific ministries in which they have worked in the past. If that is the case, it would be sufficient to carry on the recruitment of the JDS fellows focusing on such ministries as a strategical approach. However, the results of the survey did not identify any special routes for promotion. Meanwhile, the statistics of the background of the applicants for the JDS Programme for Nepal Phase I show that MOFAGA (26 applicants) had the highest applicants, followed by the Ministry of Home Affairs (19 applicants), Office of the Prime Minister (9 applicants) and Commission for the Investigation of Abuse of Authority (7 applicants) and National Planning Commission and Financial Controller General's Office (6 applicants each).²⁸ From the results of these studies, it is suggested to employ an efficient and effective recruitment strategy to recruit as many applicants as possible. Table 26 shows that the total number of applicants steadily increased during the four years of Phase I.

In Phase I, information on the JDS Programme for Nepal was disseminated by the counterparts and superior officers at the organizations/offices of assignment of JICA experts and JOCV volunteers and those in charge of training through links with JICA projects, in addition to the above mentioned seminars, and briefings to the officials who are in charge of human resource development of each ministry and Japanese alumni association such as JAAN and JUAAN. The adoption of an all-Japan approach with the cooperation of the JAAN, JUAAN, NJAA and others is important. It is also assumed that promotions though returned JDS fellows could work effectively for Phase II. It is planned to encourage applications by means of establishing close links between those in charge of training (scholarship) at ministries and the country programme manager and the country officer of the Agent at the JDS Programme Office in Nepal.

²⁸ Reference material of the JICE.

Table-26 Changing Number of Applicants by Year in Phase I

FY	2015	2016	2017	2018
Male	63	89	101	108
Female	13	21	19	17
Total	76	110	120	125

Source: JICE

In regard to the setting of the date and time of promotion seminars, it is important to use the office hours, holidays, and other relevant information of government organizations into consideration. Special care is required for the period from late September to mid-November when Dashain (the largest festival in Nepal) is followed by Tihar (another major festival). For notification of information on recruitment and recruitment meetings, early notification is important so that potential participants can arrange their schedules well in advance.

During the Preparatory Survey period, the Survey Team came across the case where a potential applicant gave up application for Phase I because of a lack of consent from family members. To prevent a lack of understanding or support from family members of potential applicants becoming an obstruction for application regardless of the gender of the potential applicants, it is planned to invite returned JDS fellows and their families to the promotion seminars to share their experiences with those attending the meeting with a view to facilitating consent as well as support from family members. It is assumed that these returned fellows will consult on questions raised by potential applicants regarding their life in Japan and also on any worries felt by potential applicants and their families. Such arrangements to alleviate the anxiety of Nepalese potential applicants by Nepalese JDS fellows is expected to encourage applications.

At the time of Technical Interview by accepting universities, academic staff of the universities travelling to Nepal for the interview will also have Exchange View Session, a consultation meeting with those in charge of human resources development at various ministries. For such forthcoming meetings, it is planned, to permit the attendance of government officials who are considering application as observers as a means of encouraging their application.

③ Technical Guidance for Applicants/ Responding to Inquiries

In the preliminary survey featuring returned JDS fellows to Nepal, many of them expressed their afterthought that it would have been beneficial if guidance on the formulation of a research plan sought by an accepting university in Japan had been provided at the stage preceding the preparation of the application documents. The arrangement of a technical lecture by a university professor or researcher in Nepal who is very familiar with master's degree programmes at Japanese universities on the subject of formulating a research plan is now being considered even though the basic key points of a research plan will be explained

by the Agent during the recruitment meetings, etc. as has been the case so far. Another idea is that returned JDS fellows and current JDS fellows can provide advice on this subject.

It is also assumed that the Agent will arrange a mock interview in preparation for the academic interview as well as general interview for those who are interested.

④ Document Screening

After the application deadline has passed, the Agent will check any deficiencies in the application documents and forward the checked documents to the relevant accepting universities. After screening by these universities, a notice regarding the academic meeting will be sent to each successful applicant at this stage.

⑤ Examinations and Interviews

The OC will review the common evaluation sheet used for all target countries of the JDS Programme at the Final Interview to check whether or not the evaluation items and score distribution is appropriate for the civil servant system and human resources development needs in Nepal. Changes will be made if necessary.

2) Before and After Arrival in Japan

① Pre-Departure Orientation and Post-Arrival Training

Interviews with returned JDS fellows confirmed the need for training on basic Japanese language during the pre-departure orientation. The introduction of Japanese language training not only after arrival in Japan but also before departure from Nepal is currently being considered as is the case in other countries for which Japan Development Service Co., Ltd. acts as the Agent.

As Japan is prone to many natural disasters, the post-arrival orientation includes a visit to a disaster control centre to experience how to respond to a disaster, including self-protection. This visit intends the development of the ability of JDS fellows to deal with disasters as it will give them the opportunity to widen their knowledge of Japan, including disaster prevention technologies, disaster awareness, etc. in Japan. Moreover, a lecture will be given on the Japanese lifestyle so that the Nepalese JDS fellows do not cause any problems relating to noise, rubbish, etc. because of the different lifestyle and customs in Nepal and Japan. An awareness session will also be organized on harassment so that the JDS fellows become neither perpetrators nor victims of various types of harassment.

② Support to Moving

A regional supporter will be deployed in each area of an accepting university to assist the lives of the JDS fellows during their study in Japan. These supporters will provide information

on university and private sector accommodation compiled by themselves and will assist the search of the JDS fellows for suitable accommodation and signing of a tenancy agreement. Their support will include ensuring that accommodation is found in the same district or even the same apartment as other Nepalese JDS fellows to prevent a sense of isolation.

3) During the Stay in Japan

① Support for JDS Fellows

Quarterly monitoring by the Agent will be implemented to check not only the aspect of academic life of the JDS fellows but also the mental and physical condition of the JDS fellows to ascertain that they can concentrate on their studies in a healthy manner. A mechanism will be established for the swift provision of additional assistance by a regional supporter and guidance by the Agent if necessary. In regard to any unforeseen incidents, a regional supporter will act as the direct contact person for the JDS fellows to quickly respond to any emergency.

② Support for Accepting Universities

In regard to the agency payment system for the universities, some universities which have accepted multiple JICA scholarship students and trainees have pointed out the complexity of such payment method because each agent requires different documents with different formats. It is, therefore, proposed that the agents will be encouraged to exchange the relevant information to reduce the work load (by means of streamlining the document formats related to interviews, document screening and university enrolment as well as documents to be submitted in relation to special programmes).

③ Value-Added Programme

It is important for the JDS Programme for Nepal to attract excellent young government officials who are expected to become future leaders and to establish mutual understanding and friendship between Nepal and Japan by means of making the Programme a more attractive scholarship programme with relative advantages compared to the scholarship programmes of other countries. A likely measure to maintain its attractiveness and relative advantage is to provide support for such value-adding activities as (i) facilitation of the participation of JDS fellows in country as well as theme-specific training organized by JICA to enhance the intellectual network and (ii) support for exchanges between (returned) JDS fellows and the Japanese business community in Nepal in addition to support for study at a university. It should also prove effective to provide opportunities for JDS fellows to learn Japanese examples through short training sessions on such issues as “local development”, “tourism development” and “environment and solid waste management” raised by the Government of Nepal in a series of interviews. It is important for the Japanese side to be aware of the need to add value to the JDS Programme. The relevant measures in this context include (i) leadership

training to provide the opportunity for JDS fellows to think about the ideal type of leaders for Nepal, (ii) participation in internships and opinion exchange meetings with Japanese ministries, etc. involved in the JDS Programme to learn about administrative organizations and the development of government officials in Japan through the exchange of opinions on the comparison of administrative organizations in Nepal and Japan, decision-making mechanism and authority, human resources development mechanism and other relevant matters and (iii) support for the establishment of relations with Japanese government officials.

4) Follow-Up Programme

① Sharing of Research Outcomes

As the timing of the return of the JDS fellows to Nepal overlaps with the timing of the academic interviews for applicants for the next batch, the timing of the reporting session by the returned JDS fellows will be arranged to coincide with the timing of the travel of academic staff of the Japanese universities to Nepal for the Technical Interview so that these professors may participate in the reporting session. It is believed that this will contribute to the provision of an opportunity to share the research (study) outcomes of the JDS fellows, strengthening of international competitiveness of the accepting universities and enhancement of the international intellectual network. Publication of the master's theses and contents of the academic research of the JDS fellows in government journals will be encouraged to facilitate the sharing of the newly acquired knowledge and experience of returned JDS fellows. Moreover, the holding of a reporting session at each ministry to which returned JDS fellows are assigned, other ministries, etc. will be encouraged so that the JDS Programme is well disseminated and the research outcomes are shared.

② Support for an Alumni Association

If an alumni association of returned JDS fellows is established, the possibility of holding its general meeting and a welcoming party for newly returned JDS fellows along with the reporting session will be considered, using the occasion as an opportunity to create a network of returned JDS fellows. The existing organizations for ex-students/trainees who studied in Japan are shown in Table-27.

Table-27 Nepalese Organizations for Returned Scholars/ Trainees from Japan

Name
JUAAN : Japanese Universities Alumni Association, Nepal
JAAN : JICA Alumni Association of Nepal
NJAA : Nepal JSPS - Japan Society for the Promotion of Science - Alumni Association
NAAS : Nepal AOTS (Association for Overseas Technical Cooperation and Sustainable Partnerships) Alumni Society

Officers of these alumni associations will be invited to a reporting session to provide an opportunity for returned JDS fellows to join these associations. The Embassy of Japan in Nepal have been introducing various projects to the JUAAN and there is a strong connection between them. Meanwhile, JICA is able to secure a budgetary arrangement to support JAAN's activities, continuously assisting such activities. The Japan Chamber of Commerce in Nepal (JCCN) is also said to inform their events to these associations and often invite lecturers from these associations for study meetings it organizes for its members. Joining of returned JDS fellows in any of these alumni associations will make it possible to enhance the partnership between Nepal and Japan which is an objective of the JDS Programme for Nepal.

CHAPTER 4 EXAMINATION OF THE RELEVANCE AND OUTCOMES OF THE JDS PROGRAMME

(1) Consistency between the Development Issues of Nepal and the JDS Programme

The 14th Three Year National Development Plan (2016/17 to 2019/2020) in Nepal which is currently in progress (as of March, 2019) adopts priority strategies to deal with various development challenges and Fig.-5 shows the relationship between these strategies and the sub-programmes of the Phase II JDS Programme for Nepal, indicating strong consistency of the development strategies of Nepal with the JDS Programme for Nepal.

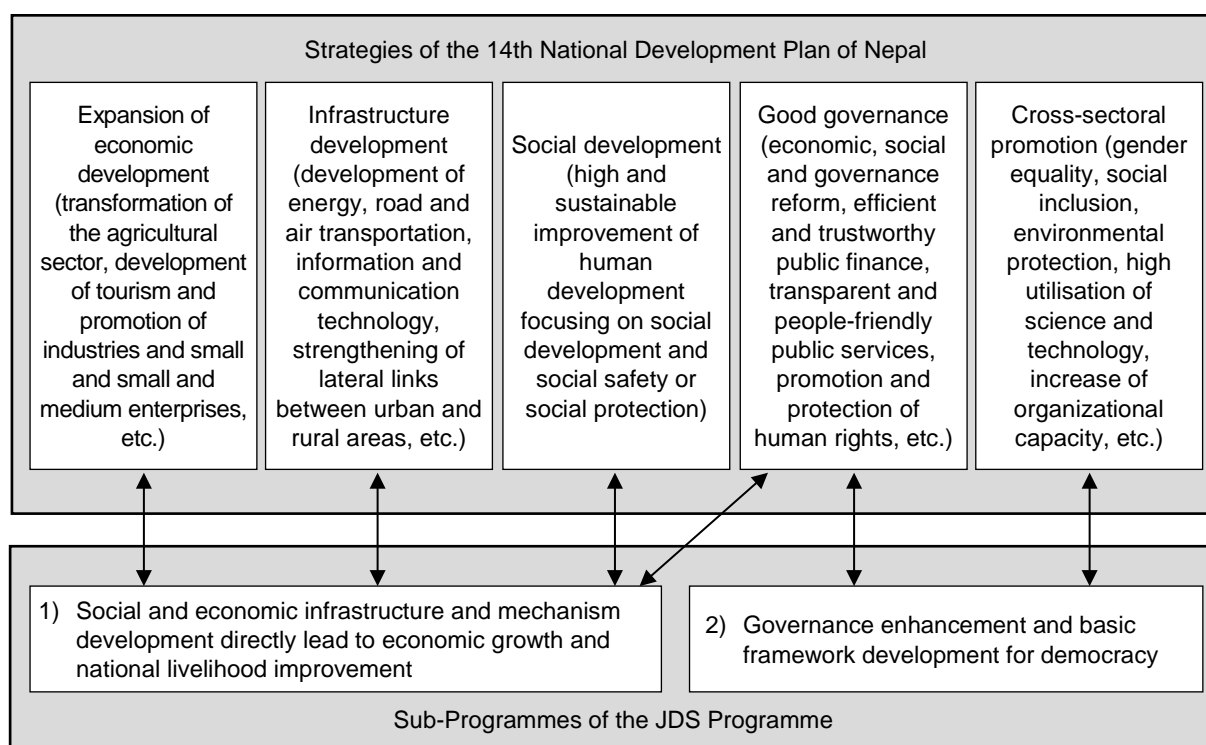


Fig.-5 Relationship between the Strategies of the 14th Three Year National Development Plan of Nepal and Sub-Programmes of the JDS Programme

(2) Consistency between the Priority Areas of the JDS Programme and Japan’s Country Development Cooperation Policy for Nepal

Japan’s country development cooperation policy for Nepal adopts the basic policy (main target) of “assisting balanced and sustainable economic growth aiming at Nepal’s graduation from LDC status”. It also adopts such priority areas (medium targets) as “1. Recovery work and disaster resilient national building in both the structural and non-structural aspects”, “2. Social and economic infrastructure and mechanism development which directly lead to economic growth and national livelihood improvement”, 3. “Poverty reduction and quality of life improvement” and “4. Governance enhancement and basic framework development for democracy”.

The relationship between Japan’s country development cooperation policy and the JDS Programme is shown in Fig.-6. The two sub-programmes of the JDS Programme for Nepal are considered to be concrete programmes for the priority areas of “social and economic infrastructure and mechanism development which directly lead to economic growth and national livelihood improvement” and “governance enhancement and basic framework development for democracy” respectively, maintaining strong consistency with Japan’s country development cooperation policy.

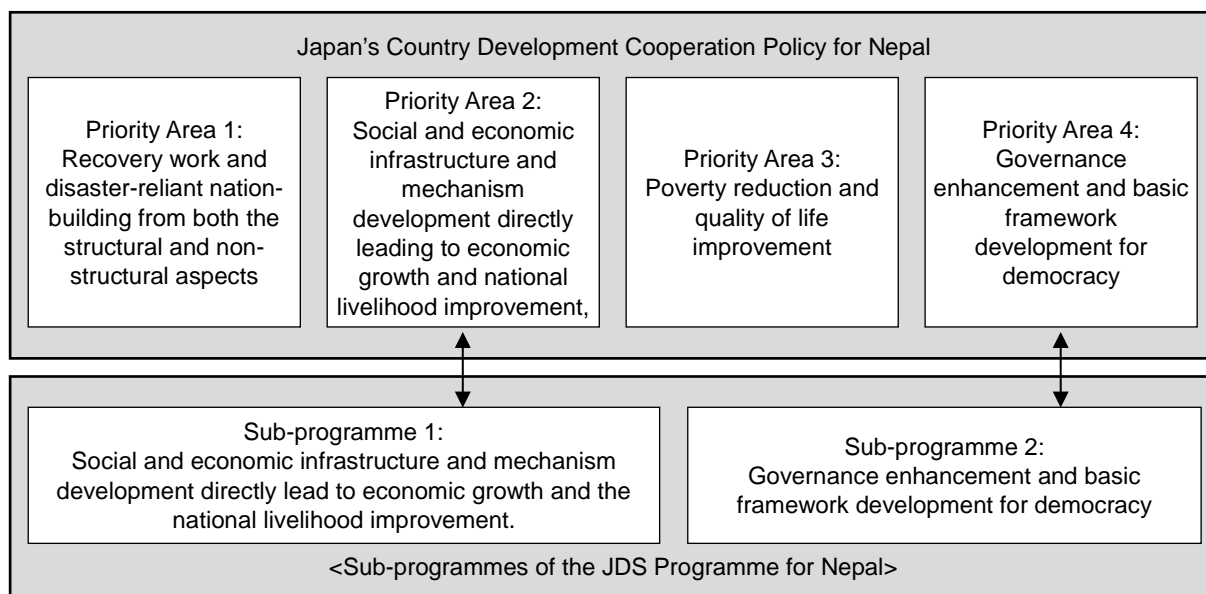


Fig.-6 Priority Areas for Japan’s Country Development Cooperation Policy for Nepal and Sub-Programmes of the JDS Programme

(3) Relative Advantages of the JDS Programme Compared to Scholarship Programmes of Other Development Partners

The JDS Programme provides a fixed yearly number of acceptances of foreign students over a programme duration of four years (four batches) rather than being an irregular scholarship on an ad hoc basis programme and specifically targets government officials. This feature promotes the relative advantage of the JDS Programme compared to the scholarship programmes of other development partners.

In regard to the accepting Japanese universities, although some comments were made during the interviews concerning the global ranks of these universities, members of various ministries and returned JDS fellows confirmed their high appraisal of the accepting universities regardless of their global ranking because of their diversity, acceptance system, special programmes and other positive features of these universities.

Permitted family companions is another relative advantage of the JDS Programme as some countries (for example, Korea) have a scholarship condition that accepted fellows are not accompanied by family members.

Another relative advantage is detailed support by the Agent to ensure the smooth implementation of the Project, ranging from recruitment, selection and departure to Japan to monitoring and support in Japan.

Some comments were made in the interviews that the amount of payment to meet living expenses under the JDS Programme is somewhat inferior to the scholarship programmes of other countries but the relative advantages of the JDS Programme will certainly increase in the future if value-adding programmes and well-thought out support for returned JDS fellows are implemented with care.

Table-28 Comparison Table of Scholarship Programmes

Country	Japan	Australia	Korea
Project Title	JDS (The Project for Human Resource Development Scholarship)	Australian Awards Scholarships	KOICA Scholarship Program
Allocation of Quota for Scholarship to Nepal	○	×	×
Restricted to Government Officials	○	×	○
University Ranking	△	○	○
Supports Extended by the Agent	◎	○ (restricted to pre-departure)	×
Accompanying family member(s)	○	○	×
Value-adding Programmes	(○ If implemented in the future)	×	×
Post-return Support	(○ If implemented in the future)	△	○

Source: Prepared by Japan Development Service based the field survey results.

(4) Expected Outcomes of the JDS Programme

Each project for the JDS Programme expects the achievement of the following outcomes for each target country.

- Young government officials from each target country will obtain an academic degree (master's degree or doctor's degree) have acquired expert knowledge, etc. which will contribute to solving problems in their respective fields of work.
- On their return to their own country, these young government officials will contribute to the formulation of plans and policies to solve pending issues and will exert their leadership at their own organizations, etc., strengthening the functions of the said organizations.
- The acceptance of JDS fellows from each target country will facilitate mutual understanding and a friendly relationship between the country concerned and Japan and will strengthen the international competitiveness of the accepting universities as well as the international intellectual network.

As the JDS Programme is a human resources development programme, it is believed that its positive effects will emerge on a long-term basis. Therefore, “improvement of the policy planning ability of Nepal’s relevant administrative organizations through human resources development under the JDS Programme” is set as the overall goal. Meanwhile, the short-term objective, i.e. “assistance for young government officials who will play a pivotal role in the Government of Nepal in due course to obtain an academic degree (master’s degree or doctor’s degree) from a graduate school in Japan will enable the development of Nepal’s human resources to solve the development issues of Nepal and the creation of a human network between Japan and the Government of Nepal”, is set as the project objective.

(5) Outcomes and Issues of Phase I

In Phase I, the quantitative outcome so far is that 60 JDS fellows have been dispatched to Japan up to March, 2019 (20 fellows/ 3 batches) and all 20 fellows in the first batch have obtained the intended degree and returned to Nepal.

In this Preparatory Survey, the returned JDS fellows were asked about their assigned posts upon return, the degree of benefit of which their posted organizations have enjoyed due to knowledge acquired through the study in Japan or level of use of such knowledge and the level of use of the network established during the study and relationship with Japan with a view to assessing the qualitative outcomes of the JDS Programme.

In regard to the situation of assignment after return, the JDS fellows are supposed to be required to send their individual research themes to MOFAGA three months before their return to Nepal so that their suitable posts can be reviewed. However, the current transitional state of Nepal to the federal system means instability of the civil servant system which is undergoing a profound change. It was confirmed that no consultation regarding possible assignment after return took place for the first batch JDS fellows. The preferability of such consultation was voiced by the returned first batch JDS fellows during interviews.

In regard to the relationship between the research theme and assignment after return, there was testimony that one returned JDS fellow who had studied the relationship between Nepal and India as well as China was assigned to an India-related post and was making the best use of his study in the assigned post. A returned JDS fellow assigned to the National Planning Commission made a comment that her boss was satisfied with her performance because she had prepared and submitted a policy paper, making the best use of what she has learned in Japan. On the other hand, one return fellow expressed that she was in the midst of a trial and error period of how to best utilize the new knowledge and experience acquired in Japan. Another return fellow confessed that, although he had chosen to study international relations, now he thinks that a public management and policy analysis would have been better suited for him. Hearing the comments that she was evaluated highly by her

boss that her leadership has been strengthened, it was confirmed that studying in Japan has contributed not only to the personal level but also to the workplace.

In regard to the utilization of the network established during the study in Japan, it was difficult to extract examples as the timing of the survey was shortly after the return of the first batch JDS fellows to Nepal. Nevertheless, the opinion was commonly shared that participation in an international conference and experiences of learning development projects in other countries were very useful. Many return fellows said that they maintained their network with their university teacher and classmates of other countries.

The relationship with Japan in one's assigned work depends on the nature of his/her work but it is hoped that the official as well as personal relationships between the returned JDS fellows and Japan (links with the Embassy of Japan, JICA, Japanese Chamber of Commerce in Nepal) and Japanese universities (international intellectual relationships) will be strengthened through their joining an existing alumni association or forming a new alumni association for returned JDS fellows.

One prominent issue encountered initially in Phase I was the small number of potential applicants satisfying the application requirements for such components as Industrial Development Policy and Building of International Relations compared to other components because the target organizations for recruitment were determined for each component despite frequent transfer of the targeted gazetted government officials. However, it was confirmed that this issue was overcome by the widening of the target organizations to all the ministries, etc. to reflect the likely career path of the target government officials. The number of applicants was successfully increased by means of actively employing different strategies, including publicity using various media, conveyance of the relevant information by stakeholders and convening of various seminars. While these issues were solved, the issue that the mechanism to assign returned JDS fellows to suitable posts did not function in Phase I remains to be improved in the coming years. The assignment of returned JDS fellows to suitable posts is important to ensure that they contribute to the formulation of plans and policies to solve various issues and perform leadership at their place of work, etc., enhancing the functions of their organizations after their return to Nepal. Conscious efforts should be made in the coming years to establish a mechanism to assign returned JDS fellows to suitable posts.

Because of the timing of this Preparatory Survey was shortly after the return of Phase I JDS fellows to Nepal, it was difficult to judge if the JDS Programme has positively contributed to the establishment of mutual understanding and friendship between Nepal and Japan and also to the enhancement of an intellectual network. As these matters depend on the follow-up activities of the return fellows, expansion of follow-up activities such as encouragement for returned JDS fellows to join in an alumni association and promotion of their continual exchanges through such alumni association remains to be an issue to be dealt with in the coming years.

(6) Data Related to the Indicators for Evaluation of the Project

Provisional evaluation indicators for the Phase II JDS Programme for Nepal have been formulated for the purpose of evaluating such outcomes from multiple viewpoints. Because of the nature of these indicators, it has been decided to conduct an evaluation four times, i.e. at the time of arrival in Japan, at the time of return to Nepal, one and a half years after return to Nepal and on completion of the fourth batch (end of the Project). These project indicators and evaluation methods were explained at the OC meeting held during the Second Field Survey and were generally approved although the necessity to specify the target period and other matters for the evaluation of these indicators was pointed out.

Table-29 Data Relating to Indicators to Evaluate the Project and Survey Methods (Provisional)

Expected Outcome	Indicator	Method of Obtainment	Source	Timing
Young government officials have obtained an academic degree (master's degree or doctor's degree) in Japan	Number of the Nepalese JDS fellows have obtained their respective academic degrees (master's or doctor's)	Copies of the certificate of graduation	Returned JDS fellows	At the time return to Nepal
The JDS fellows have mastered expert knowledge which contribute to solve the pending issues in their specialist fields.	Whether or not expert knowledge contributing to solve the pending issues has been mastered through the study in Japan	Questionnaire	Returned JDS fellows	At the time of arrival to Japan and one and half year after the return to Nepal
	Examples of application of expert knowledge mastered in Japan after the return to Nepal			
On their return to Nepal, the JDS fellows will contribute to the formulation of plans and policies to solve pending issue.	Improvement of analytical, policy planning and project management capabilities of the JDS fellows		Returned JDS fellows	
	Concrete examples of plan or policy formulation to solve the pending issues		Superior at place of work	
The returned JDS fellows will exert their leadership at their own organizations, etc., strengthening the functions of the said organizations.	Availability of opportunities to exert the leadership at the place of assignment after the return to Nepal and concrete examples			
	Whether or not knowledge and experience acquired by the JDS fellows during their study in Japan have contributed to strengthen the functions of the organizations of their assignment, and concrete examples			
Establishment of mutual understanding and friendship between the two countries	Participation to Japan-related events (for example within 6 months after the return to Nepal) or not, and concrete examples of participation		Returned JDS fellows	
	Whether or not regular contacts have been maintained with a Japan-related organization and/or Japanese nationals, or any contact within the last one month and concrete examples			

Expected Outcome	Indicator	Method of Obtainment	Source	Timing
Strengthening of the international intellectual network	Whether or not an international network of researchers has been enhanced by the acceptance of JDS fellows, and concrete examples (for accepting universities: A research work using Nepal as the target field has been continues via the relevant returned JDS fellow; For returned JDS fellows: Participation in the academic society or university-based alumni activities, contribution to the bulletin of an international academic society, presentation at an international conference and other)		Returned JDS fellows Accepting University	September, 2026 (Upon completion of the Fourth Batch)

(7) Pending Issues and Recommendations

1) Pending Issues

This Preparatory Survey confirmed that various issues encountered in Phase I were overcome through a trial and error process, including (a) the widening of the scope of the target organizations to include all ministries, etc. in consideration of the career path of the target personnel and (b) active information dissemination efforts ranging from the conveyance of information by stakeholders and the holding of a seminar in a local area to the use of publicity through the media to increase the number of applicants. In Phase II, it is intended to continue such an active response to any emerging issues in terms of project implementation. However, in the case of achieving mutual understanding and establishing a friendly relationship between Nepal and Japan, it appears necessary in the coming years to introduce value-adding programmes and greater follow-up activities for returned JDS fellows. The series of interviews with returned first batch JDS fellows gave the impression that life as a foreign student in Japan is practically life on the university campus and that the human relationships established by many JDS fellows are restricted to those within the university. One JDS fellow actually mentioned that he returned to Nepal during the holidays as there was nothing to do. Meanwhile, both members of the JUAAN and former post-graduate students in Japan under the Japan/ World Bank Graduate Scholarship Program or Asian Development Bank-Japan Scholarship Program stressed the importance of developing a good relationship with the host family to learn about Japan. A senior government official who studied taxation in Japan under the Japan/World Bank Graduate Scholarship Program commented that a study visit to a tax office was very helpful. To facilitate mutual understanding and the establishment of a friendly relationship between Nepal and Japan in the coming years, it will be necessary to increase the number of opportunities for JDS fellows in Japan to familiarize themselves with Japan in addition to campus life. There is a sense of apprehension that people who are truly fond of Japan will otherwise not be fostered. Expansion of the follow-up activities such as encouragement for returned JDS fellows to join in an alumni association and promotion of

their continual exchanges through such alumni association poses an issue to be challenged in the coming years if the good relationship between returned JDS fellows and Japan in general is to be maintained.

This Preparatory Survey has confirmed that the JDS Programme has many advantages over the scholarship programmes of Australia and Korea. However, it is necessary to implement value-adding programmes as well as the consolidation of follow-up activities to assist returned JDS fellow to further enhance such advantages.

Another challenging issue in Nepal is the introduction of the federal system. Nepal has already started to move towards a federal state based on the New Constitution of 2015. The provincial government system has been newly introduced as part of the reorganization of local governments. The interviews held in Nepal found a strong need to deal with the question of local administration as a study theme for the fostering of capable government officials. There is no doubt that “social and economic infrastructure and mechanism development which directly leads to economic growth and national livelihood improvement” and “enhancement of governance and consolidation of the foundations for democracy” called for by the two sub-programmes are challenging issues for local governments. The experience of Phase I illustrates the difficulty of securing capable human resources in local areas. It is certain that human resources development for provincial and other local public governments will be essential in the coming years.

Because the civil servant system in Nepal is currently in a transitional period, the JDS Programme targets federal government ministries. However, continual monitoring of the transition to the federal system is judged to be important.

2) Recommendations

Many recommendations are made in this Report for this Preparatory Survey based on existing reports on the JDS Programme and the field survey results. In particular, interviews with returned Phase I first batch JDS fellows were truly useful for the formulation of recommendations to achieve the objective and expected outcome of the JDS Programme for Nepal. In the coming years, conscious efforts at various stages of the implementation of the Programme will be required to consolidate the contents of the JDS Programme for Nepal, leading to the achievement of the objective of the JDS Programme for Nepal. These efforts will include a request for the cooperation of returned JDS fellows at the application stage for a new batch and review of the support just before and after arrival of JDS fellows in Japan and also during their stay in Japan.

The JDS Programme is accompanied by special programmes prepared by each accepting university and these special programmes add value to the JDS Programme proper. As the

contents of these special programmes vary from one university to another, the necessity for the Agent to implement value-adding programmes is believed to be strong from the viewpoint of achieving equality among these programmes.

There is a question of how the returned JDS fellows will be involved in the development of mutual understanding and the establishment of a friendly relationship between Nepal and Japan. In this context, the participation of returned JDS fellows will be encouraged not only for the establishment of an alumni association of JDS fellows but also for the establishment of good relations with Japanese subsidiaries, namely, NGOs and other Japanese organizations operating in Nepal, the number of which has been increasing in recent years.

(8) Conclusions

This Preparatory Survey has confirmed the economic, social and political conditions of Nepal and reviewed the country's administration system while keeping the objective and characteristics of the JDS Programme in mind. Through this survey, the consent of the Government of Nepal has been obtained for the sub-programmes which are consistent with Nepal's national development plan and Japan's country development cooperation policy for Nepal and also for six components of these sub-programmes. Moreover, a basic plan has been formulated for each component while a draft implementation plan for the Project proper has also been prepared.

It is truly important that the high level of consistency between the JDS Programme for Nepal and Nepal's national development plan and Japan's country development cooperation policy for Nepal has been reconfirmed by this Preparatory Survey, affirming the strong significance of the Project designed to foster human resources to solve the development issues faced by Nepal. However, given the nature of the Project as a human resources development project, some time will be required for the expected outcomes to fully materialise. In this context, the assignment of returned JDS fellows to appropriate posts by the Nepalese side and Japanese assistance in the form of various follow-up activities designed to make the achievements of their study in Japan emerge in an efficient and effective manner will help the gradual manifestation and positive performance of the expected outcomes, raising the reputation of the Project. To start with, the forthcoming reports for the JDS Programme for Nepal will include good practice and lessons learned in addition to numerical data so that the Project will improve year after year.

Nepal has historically been a friend of Japan. It will be a very pleasant development indeed for both countries if this Project could establish a fine model through the implementation of the JDS Programme for Nepal as a more attractive and more effective human resources development project in the coming years.

ANNEX

- Annex 1 List of Preparatory Survey Team Members (First and Second Surveys)
- Annex 2 Flow Diagram of the Preparatory Survey
- Annex 3 List of People Interviewed by the Preparatory Survey Team
- Annex 4 List of Returned First Batch JDS Fellows
- Annex 5 Minutes of Discussions (MD)
- Annex 6 Phase 2 Priority Areas: Number of JDS Fellows to be Accepted by
Development Theme
- Annex 7 Organization Charts
- Annex 8 Basic Plan for the Priority Target Area (Sub-programmes)
- Annex 9 Other Reference Materials for the Preparatory Survey

Annex 1 List of Preparatory Survey Team Members (First and Second Surveys)

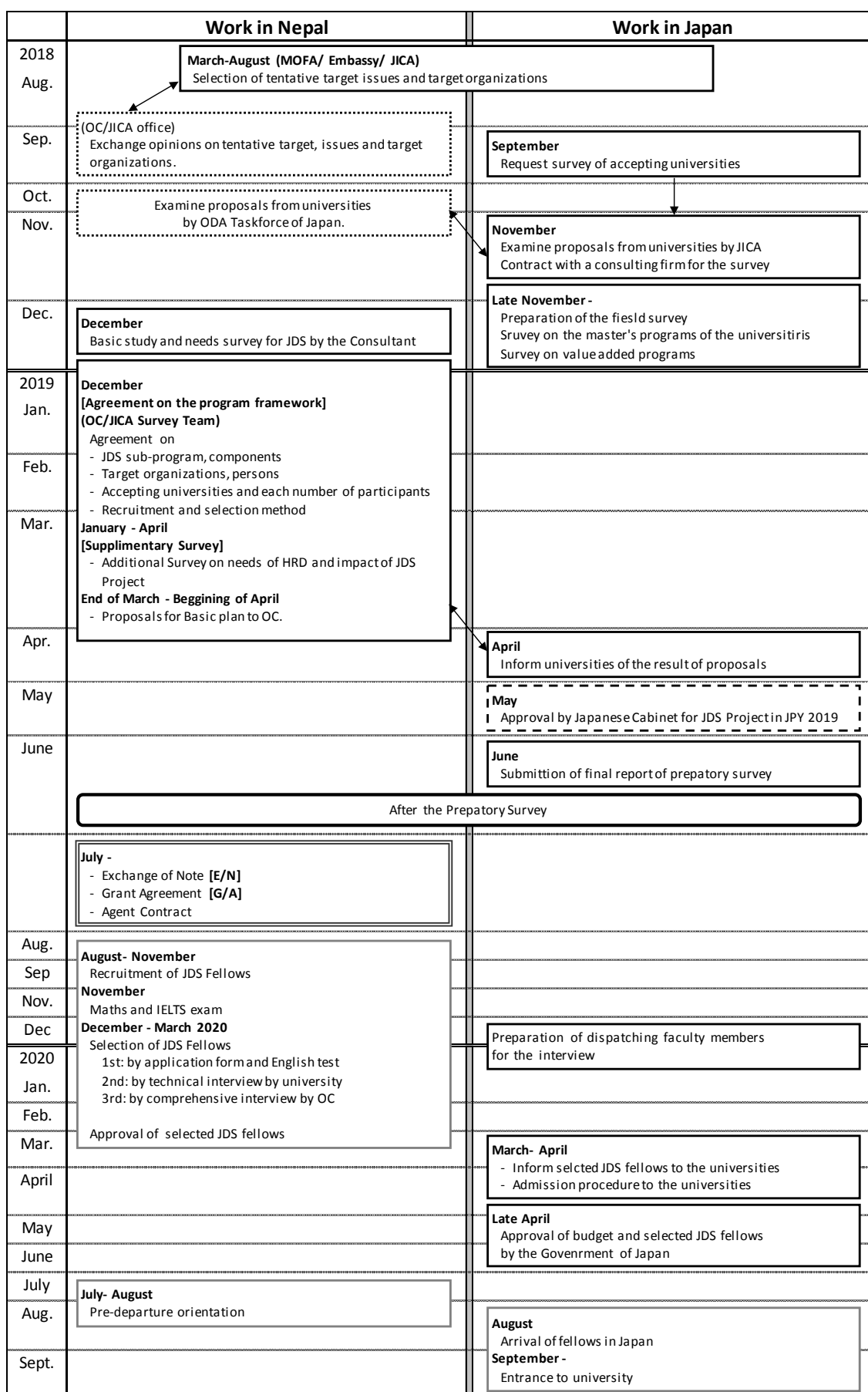
(1) First Field Survey (Official JICA Team)

Name	Area of Responsibility	Organization/ Position
Hiroyuki HAYASHI	Team Leader	Japan International Cooperation Agency (JICA) DDG for Planning and Coordination and Grant Aid Project Management 2, Financial Cooperation Implementation Department
Maho MATSUBARA	Cooperation Programme	Japan International Cooperation Agency (JICA) Assistant Chifr, Grant Aid Project Management 2, Financial Cooperation Implementation Department
Minako ISHIDA	Chief Adviser/ Human Resource Development Plan	Japan Development Service Co., Ltd. Consultant, Consulting Division
Tomoko OGURA	Study Plan for Japan	Japan Development Service Co., Ltd. Senior Consultant, Consulting Division
Yukiko HANEDA	Acceptance Plan in Japan	Japan Development Service Co., Ltd. Senior Consultant, Consulting Division

(2) Second Field Survey

Name	Area of Responsibility	Organization/ Position
Minako ISHIDA	Chief Adviser/ Human Resource Development Plan	Japan Development Service Co., Ltd. Consultant, Consulting Division
Tomoko OGURA	Study Plan for Japan	Japan Development Service Co., Ltd. Senior Consultant, Consulting Division
Yukiko HANEDA	Acceptance Plan in Japan	Japan Development Service Co., Ltd. Senior Consultant, Consulting Division
Maho HAYASHI	Cost Estimation	Japan Development Service Co., Ltd. Consultant, Consulting Division

Annex 2 Flow Diagram of the Preparatory Survey



Annex 3 List of People Interviewed by the Preparatory Survey Team

(1) First Field Survey

1) Persons Relating to the M/D

Date	Interviewees
2018/12/3 (Mon)	Japan International Cooperation Agency (JICA), Nepal Office - Mr. Toshinobu Miki, Project Formulation Advisor
	Embassy of Japan in Nepal (EOJ) - Mr. Yuzo Yoshioka, Counselor - Mr. Yoshiki Sando, Second Secretary
12/10 (Mon)	Ministry of Finance (MOF) - Mr. Shreekrishna Nepal, Joint Secretary, International Economic Cooperation Coordination Division (IECCD) - Dr. Narayan Dhakal, Under Secretary - Mr. Krishna Chandra Kafley, Section Officer
12/11 (Tue)	Ministry of Federal Affairs and General Administration (MOFAGA) - Mr. Bhupal Baral, Joint Secretary - Mr. Kiran Tapa, Section Officer
12/13 (Wed)	Ministry of Finance (Signatory of the M/D) - Mr. Shreekrishna Nepal, Joint Secretary (IECCD) - Mr. Krishna Chandra Kafley, Section Officer

2) Visits to the Principal Target Organizations

Date	Interviewees
2018/12/2 (Sun)	Ministry of Federal Affairs and General Affairs - Mr. Bandhu Bastola, Under Secretary, Human Resource Planning and Development Section
12/3 (Mon)	Ministry of Finance - Mr. Suman Dahal, Joint Secretary, Personnel Administration Division - Mr. Ram Ram Bhandari, Under Secretary, Administration Division
12/4 (Tue)	Ministry of Physical Infrastructure and Transportation - Mr. Pashpati Babu Puri, Under Secretary
	Ministry of Law, Justice and Parliamentary Affairs - Mr. Binod Kumar Bhattarai, Under Secretary - Ms. Rampyari Sunuwar, Under Secretary - Mr. Babu Ram Pandit, Section Officer, Administration Division
12/5 (Thu)	Ministry of Water Supply - Mr. Dol Raj Upadhyaya, Under Secretary
	Ministry of Culture, Tourism and Civil Aviation - Mr. Pramod Nepal, Under Secretary
12/6 (Fri)	Ministry of Foreign Affairs - Mr. Mani Prasad Bhattarai, Joint Secretary
	Ministry of Urban Development - Mr. Krishna Prasad Dawadi, Joint Secretary - Mr. Prakina Tuladhar (Returned GRIPS Fellow)
	Public Service Commission - Mr. Khagendra Subedi, Joint Secretary
12/9 (Sun)	Ministry of Commerce, Industry and Supplies - Mr. Durga Prasad Bhusal, Under Secretary
	Ministry of Foreign Affairs - Dr. Damaru B. Paude, Under Secretary
12/11 (Tue)	Office of the Priminister - Mr. Yam Lal Boosal, Joint Secretary
12/12 (Thu)	Ministry of Energy, Water Resources and Irrigation - Mr. Saar Raj Goutam, Senior Divisional Engineer - Mr. Babu Adikari, Senior Divisional Engineer

3) Visits to Other Organizations

Date	Interviewees
2018/12/4 (Tue)	Japan Development Cooperation Center (JICE), Nepal Office - Ms. Kumiko Kasai, Country Officer
12/11 (Tue)	Australian Embassy Nepal - Ms. Sunita Gurung, Program Manager
	Australia Awards (Scope Global) - Mr. Gaurav Katwal, Country Program Manager

(2) Second Field Survey

1) Persons Involved in the Discussions Regarding the M/D with Local Operating Committee Members

Date	Interviewees
2019/3/21 (Wed)	Japan International Cooperation Agency (JICA), Nepal Office - Ns. Yumiko Asakuma, Chief Representative - Mr. Toshinobu Miki, Project Formulation Advisor
	Embassy of Japan in Nepal (EOJ) - Mr. Yuzo Yoshioka, Counselor - Mr. Yoshiki Sando, Second Secretary
	Ministry of Finance - Dr. Narayan Dhakal, Under Secretary (IECCD) - Mr. Krishna Chandra Kafley, Section Officer
	Ministry of Federal Affairs and General Administration - Mr. Bhupal Baral, Joint Secretary - Mr. Bandhu Bastla, Under Secretary
3/22 (Fri)	Operating Committee Meeting in Nepal (Venue: Ministry of Finance) - Dr. Narayan Dhakal, Under Secretary (IECCD), MOF - Mr. Bandhu Prasad Bastola, Under Secretary, MOFAGA - Mr. Yuzo Yoshioka, Counselor, Embassy of Japan (EOJ) - Ms. Yumiko Asakuma, Chief Representative, JICA - Mr. Krishna Chandra Kafley, Section Officer, MOF - Mr. Yoshiki Sando, Second Secretary, EOJ - Mr. Siddhartha Shrestha, National Staff, EOJ - Mr. Toshinobu Miki, Project Formulation Specialist, JICA - Mr. Krishna Prasad Lamsal, Program Manager, JICA

2) Visits to Other Organizations

Date	Interviewees
2019/3/24 (Sun)	Ministry of Communication and Information Technology - Ms. Radhika Aryal Lammichhane, Joint Secretary
	Ministry of Home Affairs - Dr. Dijan Bhattarai (Under Secretary)
	Ministry of Labour, Employment and Social Security - Mr. Prem Prasad Upadhyay (Section Officer)
3/25 (Mon)	Investment Board of Nepal - Mr. Ratnesh Shashi (Section Officer)
	Japanese Chamber of Commerce in Nepal (JCCN) - Dr. Eng, Tetsuo Igari, Vice President - Ms. Maiko Iga - Mr. Hideaki Takada, Vice President - Mr. Nozomu Nakajima - Ms. Kapri Imai, Secretariat
	KOICANepal Office - Ms. Roshi Mool (Senior Program Officer)
3/26 (Tue)	Japan International Cooperation Agency (JICA), Nepal Office - Ms. Yuka Timilsina NGO Desk Officer - Mr. Toshinobu Miki, Project Formulation Advisor

Annex 4 List of Returned First Batch JDS Fellows

No.	Thesis Title	Original Organization	Current Organization	Current Position
1	Spontaneous Provision of Local Public Goods in Rural Nepal: A Randomized Conjoint Experiment	Office of Prime Minister and council of Ministers	Ministry of Federal Affairs and General Administration	Section Officer
2	Migration and Education in Nepal: Internal or International Migration?	Ministry of Federal Affairs and Local Development	Department of Commerce, Supply and Consumer Protection	Section Officer
3	People's Participation in Local Development in Nepal	Ministry of Federal Affairs and Local Development	Ministry of Land Management, Cooperatives and Poverty Alleviation	Section Officer
4	An inter-linkage between planning and budgeting to ensure development in results: a good reform strategy but much work remains	Office of Prime Minister and council of Ministers	Office of the President	Under Secretary
5	Comparative Study on Mediation in Nepal and Japan	Supreme Court of Nepal	Supreme Court of Nepal	Under Secretary
6	Access to Justice in Nepal and Small Claims Cases	Ministry of Law, Justice	Ministry of Law, Justice and Parliamentary Affairs	Section Officer
7	Reservation Policy in Civil Service of Nepal: Comparing Civil Servants' Perspectives for Achievement of Representative Bureaucracy	Ministry of Home Affairs	Ministry of Home Affairs (Department of Immigration)	Section Officer
8	Investigating the collaborative governance approach in post-disaster reconstruction: A case study of Gorkha district after 4/25 earthquake in Nepal	Ministry of Federal Affairs and Local Development	Office of the Prime Minister and Council of Ministries (OPMCM)	Section Officer
9	Human Resource Management in the Nepalese Local Governments: Focusing on Capacity Development	Ministry of Home Affairs	Ministry of Land Management, Cooperatives and Poverty Alleviation (Department of Land Management and Archive)	Director General
10	Strengthening Human Resource Development of Civil Servants in Nepal	Ministry of Federal Affairs and Local Development	National Planning Commission	Program Director
11	Panel Data Analysis of Economic growth and Foreign Direct Investment Policy Implication for Nepal	Ministry of Industry	(Ministry of Industry, Commerce and Supply, Department of Company Registration)	Section Officer
12	Efficiency analysis of dairy product sector in Nepal	National Planning Commission	Ministry of Finance	Accountant Officer
13	Rural Tourism in Nepal: Strengths and Challenges: A Case Study of Panauti, Kavrepalanchok, Nepal	Ministry of Culture, Tourism and Civil Aviation	Ministry of Culture, Tourism and Civil Aviation	Under Secretary
14	Relevance of Public Export Promotion Policies in Export Performance. A case study on Export of Nepalese Handicraft Products	Ministry of Finance	Ministry of Finance (Inland Revenue Department)	Section Officer
15	The Perceived Impact of India-China Competition on the Political Instability of Nepal: An Analysis of the Post-Monarchy Political Situation of 2008-2016	Ministry of Commerce	Ministry of Industry Commerce and Supplies	Section Officer
16	Sustainability of Trade Deficit and Remittances in Nepal	Ministry of General Administration	National Planning Commission	Program Director
17	Budgetary Dynamics: Following Incrementalism or Punctuated Equilibrium?	Ministry of Federal Affairs and Local Development	Ministry of Federal Affairs and General Administration	Section Officer
18	Aid-Growth Relations in Nepal: An Econometric Analysis	Office of Prime Minister and council of Ministers	Ministry of Labour, Employment and Social Security	Section Officer
19	The Share of Manufacturing Industries are Decreasing in Nepalese Economy: Causes and Solutions	Office of Prime Minister and council of Ministers	Ministry of Youth and Sports	Section Officer
20	Trademark Awareness and Country Image of Nepali Customers	Ministry of Industry	Ministry of Industry, Commerce and Supplies	Section Officer

Annex 5 Minutes of Discussions (MD)

(1) First Field Survey

**MINUTES OF DISCUSSIONS
ON THE PREPARATORY SURVEY OF
THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO THE GOVERNMENT OF NEPAL**

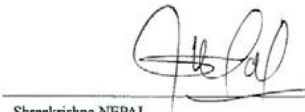
In response to a request from the Government of Nepal, Japan International Cooperation Agency (hereinafter referred to as "JICA") decided to conduct a Preparatory Survey in respect of "the Project for Human Resource Development Scholarship" (hereinafter referred to as "the JDS Project") to be implemented in Nepal.

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as "the Team") headed by HAYASHI Hiroyuki, Financial Cooperation Implementation Department, JICA to Kathmandu from 1st to 18th December, 2018.

The Team held a series of discussions with the members of the Operating Committee of the JDS Project (hereinafter referred to as "the Committee"). The both parties reached an agreement on the JDS Project as attached hereto.

Kathmandu, 13th December 2018


HAYASHI Hiroyuki
Leader
Preparatory Survey Team
Japan International Cooperation Agency


Shreekrishna NEPAL
Chair, Operating Committee for JDS Program
Joint Secretary
Ministry of Finance
Government of Nepal

Attachment

I. Objective of the Preparatory Survey

The Nepali side understood the objectives of the Preparatory Survey explained by the Team referring to ANNEX 1 "Flowchart of the Preparatory Survey".

The main objectives of the Survey are:

- (1) To agree on the framework of the JDS Project from Japanese fiscal year 2019 to 2022 to be implemented under Japan's grant aid
- (2) To design the outline of the JDS Project through collecting basic information on human resource development for civil servants in Nepal
- (3) To explain the outline of the JDS Project to the relevant parties of Nepal
- (4) To estimate overall costs of the first cycle, that is a period of five 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 civil servants and others, who are expected to engage in formulating and implementing social and 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.

III. Framework of the JDS Project

1. Project Implementation

The Nepali side confirmed that the JDS Project is implemented under "Flowchart of JDS Project for the Succeeding Four Batches (ANNEX 2)".

2. Implementation Coordination

The both parties confirmed that the implementation coordination of the JDS Project is as follows.

(1) Implementing Organization

Ministry of Finance of Nepal (hereinafter referred to as "MOF") is responsible for administrative matter of the JDS Project, and therefore MOF is regarded as the Implementing Organization.

(2) Operating Committee

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

Nepali side

- MOF (Chair)
- Ministry of Federal Affairs and General Administration (MOFAGA)

Japanese side

- Embassy of Japan in Nepal (Co-Chair)
- JICA Nepal Office

3. Target Areas of the JDS Project

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

Priority Area as Sub-Program 1 :

Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement

Development Issue as Component

- 1-1. Economic Policy
- 1-2. Industrial Development Policy
- 1-3. Infrastructure Development

Priority Area as Sub-Program 2 :

Governance enhancement and basic framework development for democracy

Development Issue as Component

- 2-1. Development of Human Resource and Administrative Capacity of Civil Servants
- 2-2. Building of International Relations
- 2-3. Improvement of Legal and Judicial System

4. Target Organizations

Based on the discussion held between the both parties, the target organizations were identified as ANNEX-3 "Design of JDS Project for the Succeeding Four Batches".

It was agreed that the target organizations shall be reviewed according to the result of recruitment / selection, discussed and decided in the Committee.

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

The total number of JDS Fellows for the first batch in Japanese fiscal year 2019 shall be at twenty (20) and this number would indicate the maximum number per batch for four batches, from Japanese fiscal year 2019 to 2022.

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

Based on the discussion held between the both parties, it was agreed that the educational programs of following universities would be suitable to the development issues in the Nepal.

Sub-Program 1: Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvementComponent: 1-1 Economic Policy

University:

- Hiroshima University, Graduate School for International Development and Cooperation (IDEC) (3 slots/year × 4 years = 12 slots)
- Waseda University, Graduate School of Asia-Pacific Studies (GSAPS) (2 slots/year × 4 years = 8 slots)

Component: 1-2 Industrial Development Policy

University:

- International University of Japan, Graduate School of International Management (3 slots/year × 4 years = 12 slots)

Component: 1-3 Infrastructure Development

University:

- Hiroshima University, Graduate School for International Development and Cooperation (IDEC) (2 slots/year × 4 years = 8 slots)

Sub-Program 2: Governance enhancement and basic framework development for democracyComponent: 2-1 Development of Human Resource and Administrative Capacity of Civil Servants

University:

- International University of Japan, Graduate School of International Relations (2 slots/year × 4 years = 8 slots)
- Meiji University, Graduate School of Governance Studies (2 slots/year × 4 years = 8 slots)
- Yamaguchi University, Graduate School of Economics (2 slots/year × 4 years = 8 slots)

Component: 2-1 Building of International Relations

University:

- Ritsumeikan University, Graduate School of International Relations (2 slots/year × 4 years = 8 slots)

Component: 2-3 Improvement of Legal and Judicial System

University:

- Kyushu University, Graduate School of Law (2 slots/year × 4 years = 8 slots)

7. Introduction of PhD Program in Japan under the JDS Project

The Team explained that PhD Program could be also introduced in Nepal after confirmation of its needs in target organizations in order to contribute to development of the country. PhD

program would be offered at most 2 slots per batch.

8. Basic Plan for Each Component

The Team explained a Basic Plan for each component (ANNEX 4), which included the background, project objectives, summary of the activities of the project and other, would be prepared for mutual understanding of both parties during the Preparatory Survey.

The Committee confirmed necessary meeting arrangement would be taken for preparation of the Basic Plan for each component.

IV. Undertakings of the Project

Both parties confirmed the undertakings of the Project as described in Annex 5.

V. Important Matters Discussed

1. Selection of the JDS Fellows

Both parties confirmed the importance of recruitment and selection of the appropriate candidates and agreed that promotion of JDS and recruitment of the competent candidates should be done actively by Nepali side.

2. Monitoring and Evaluation

It was agreed that monitoring and evaluation of JDS graduates should be done actively by the Government of Nepal for expanding their outcomes and human network. In order to understand the features of the JDS Project, the Team recommended conducting monitoring mission to Japan formed by the Committee members in its early stage. Nepali side was delighted at the recommendation to participate in the monitoring mission.

ANNEX 1: Flowchart of the Preparatory Survey

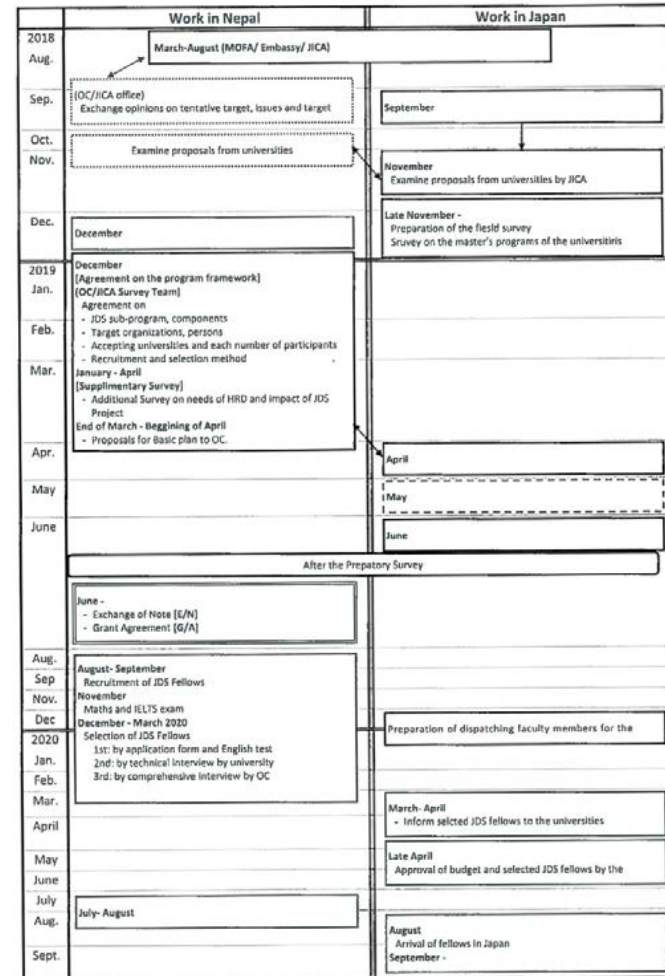
ANNEX 2: Flowchart of JDS Project for the Succeeding Four Batches

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

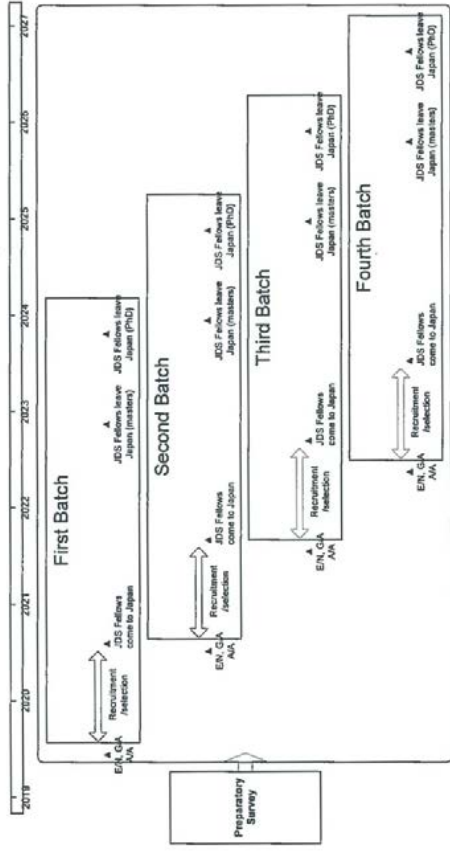
ANNEX 4: JDS Basic Plan for the Target Priority Area (Draft)

ANNEX 5: Undertakings of the Project (Draft)

ANNEX 1: Flowchart of the Preparatory Survey for JDS



ANNEX 2: Flowchart of JDS Project for the Succeeding Four Batches



Design of JDS Project for the Succeeding Four Batches (Draft)
(from JFY 2019 to JFY 2022)

Sub-Program (JDS Priority Areas)	Component (Development Issues)	Reported Types of Research / Possible Fields of Study	Target Organizations, Target Persons	University	Slot
1. Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement	1-1 Economic Policy	<p>Possible Fields of Study:</p> <ul style="list-style-type: none"> National Development Policy, Macroeconomic Policy, Fiscal Policy, Financial Policy, Tax Policy, Econometrics <p>Degree: Related to the above</p> <ul style="list-style-type: none"> Master of Economics Social Science degree such as Public Policy Study 	<ul style="list-style-type: none"> Ministry of Finance National Planning Commission Office of Prime Minister Ministry of Foreign Affairs Ministry of Federal Affairs and General Administration 	<ul style="list-style-type: none"> Hiroshima University, Graduate School for International Development and Cooperation (IDEC) Waseda University, Graduate School of Asia Pacific Studies (GSAPF) 	3
	1-2 Industrial Development Policy	<p>Possible Fields of Study:</p> <ul style="list-style-type: none"> Foreign Investment Policy Industrial Development Policy Business Environment <p>Degree: Related to the above</p> <ul style="list-style-type: none"> Social Science degree 	<ul style="list-style-type: none"> Ministry of Finance National Planning Commission Office of Prime Minister Ministry of Industry, Commerce and Supplies Ministry of Federal Affairs and General Administration Nepal Investment Authority Ministry of Energy, Water Resources and Irrigation 	International University of Japan, Graduate School of International Management	3
	1-3 Infrastructure Development	<p>Possible Fields of Study:</p> <ul style="list-style-type: none"> Engineering on Infrastructure Development (Transportation, Electricity, Urban Environment) Development Plan <p>Degree: Related to the above</p> <ul style="list-style-type: none"> Engineering Civil engineering Engineering degree 	<ul style="list-style-type: none"> National Planning Commission Ministry of Federal Affairs and General Administration Ministry of Energy, Water Resources and Irrigation Ministry of Physical Infrastructure and Transport Ministry of Culture, Tourism and Civil Aviation Ministry of Urban Development Ministry of Water Supply 	Hiroshima University, Graduate School for International Development and Cooperation (IDEC)	2
Maximum slots per year					10

Design of JDS Project for the Succeeding Four Batches (Draft)
(from JFY 2019 to JFY 2022)

Annex 3

Sub-Program (JDS Priority Area)	Component (Development Area)	Expected Theme of Research / Possible Fields of Study	Target Organizations, Target Persons	University	Slot
F1. Development of Human Resource and Administrative Capacity of Civil Servants		<p><u>Usable Fields of Study:</u></p> <ul style="list-style-type: none"> Democratization, Local Administration, Administrative Management, Human Resource Management, Policy, Administrative Finance Management, Local Autonomy, Labor Policy, Public Policy <p><u>Degree: Related to the above:</u></p> <ul style="list-style-type: none"> Social Science degree such as Public Policy Study, Public Administration 	<p>Ministry of Finance National Planning Commission Office of Prime Minister Ministry of Federal Affairs and General Administration Ministry of Labour, Employment and Social Security Ministry of Home Affairs Ministry of Education, Science and Technology Ministry of Health and Population Ministry of Agriculture, Land Management and Cooperatives Commission of Investigation of Abuse of Authority</p>	<p>International University of Japan, Graduate School of International Relations Meiji University, Graduate School of Commerce Studies (English Degree Track)</p>	2
		<p><u>Usable Fields of Study:</u></p> <ul style="list-style-type: none"> International relations Foreign Policy Regional Integration <p><u>Degree: Related to the above:</u></p> <ul style="list-style-type: none"> International Relations International Development Economics 	<p>Ministry of Finance National Planning Commission Office of Prime Minister Ministry of Foreign Affairs Ministry of Federal Affairs and General Administration</p>	<p>International University of Japan, Graduate School of International Management</p>	2
		<p><u>Usable Fields of Study:</u></p> <ul style="list-style-type: none"> Civil Law, Criminal Law, Company Law, Commercial Law (including Bankruptcy Law), legal development related to trade and investment promotion <p><u>Degree: Related to the above:</u></p> <ul style="list-style-type: none"> Law 	<p>Ministry of Law, Justice and Parliamentary Affairs Supreme Court Office of Attorney General Ministry of Industry, Commerce and Supplies</p>	<p>Kyushu University, Graduate School of Law</p>	2

Maximum slots per year

10

Annex 4 JDS Basic Plan for the Target Priority Area (Draft)

Basic Information of Target Priority Area (Sub-Program)

1. Country: Federal Democratic Republic of Nepal
2. Target Priority (Sub-Program) Area:
3. Operating Committee: Ministry of Finance (MOF), Ministry of Federal Affairs and General Administration (MOFAGA), Embassy of Japan in Nepal, and JICA Nepal Office

Itemized Table 1

1. Outline of Sub-Program/ Component

(1) Basic Information

1. Target Priority (Sub-Program) Area:
2. Component:
3. Implementing Organization: Ministry of Finance (MOF)

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

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

2. Cooperation Framework

(1) Project Objective

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

(2) Project Design

- 1) Overall goal
Capacities of policy making of relevant government organizations are improved by human resource development through this project.
- 2) Project purpose
By assisting young government officials who will play active role at the central part of the Government of Nepal to obtain degrees (Master's and/or PhD degrees) at graduate schools

Undertakings of the Project (Draft)

(1) 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	MOF		
2	To appoint the head of representatives of the Recipient who will be chairperson of the Committee	Within 1 month after signing on the G/A	MOF		
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing on the G/A	MOF		
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	MOF		
5	To bear the following commissions to a bank of Japan for the banking services based upon the B/A		MOF		
	1) Advising commission of A/P	Within 1 month after the signing of the agreement	MOF	approx. JPY8,000	
	2) Payment commission for A/P	Every payment	MOF	approx. 0.1% of the payment amount	approx. JPY 100,000 (200,000)
6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	MOF		
7	To organize the Committee meeting	During the Project	MOF		
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	MOF		
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	MOF		
10	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	During the Project	MOF		
11	To give due environmental and social consideration in the implementation of the Project	During the Project	MOF		

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

2) Follow-up activities (e.g. providing opportunities for JDS returned fellows to share/disseminate the knowledge they acquired in Japan at their organization/other priority organizations)

(8) Qualifications (Example)

- ① Occupation:
- More than 3 years of work experience in the specialized areas
- ② Others
- Nationality: Federal Democratic Republic of Nepal
 - Required at least 3 (three) years of work experience in Civil Service, and currently employed in the Target Organization as a Gazetted Official.
 - Between 25 and 40 years old as of April 1st, in the year of dispatch
 - Possess a bachelor's degree from a higher education institution recognized by the Government of Nepal or a foreign government.
 - Applicants must have a good understanding of the objectives of the JDS Program and after their return, should have a strong willingness to work for the development of Nepal.
 - Have English proficiency sufficient for enrollment in a master's course.
 - Those who has not awarded (or is not scheduled to be awarded) foreign scholarships for Master's or PhD degree
 - Applicants must have a good understanding of the objectives of the JDS Program and intend to contribute to the development of Nepal after their return.
 - Applicants must be in good health, both mentally and physically.
 - **Must not be serving in the military.**

in Japan, human resource to resolve development issues in Nepal will be developed and human networks between the Government of Japan and Nepal are established.

(3) Verifiable Indicators

- 1) Ratio of JDS Fellows who obtain Master's/ PhD degree
- 2) Enhancement of the capacity of JDS returned fellows on research, analysis, policy making and project operation/management after their return.
- 3) Policy formulation and implementation by utilizing the study outcomes of JDS returned fellows.

(4) Number of JDS fellows and Accepting University

Graduate School of XX X Fellows/year total X fellow/4 years

(5) Activity (Example)

Graduate School of XXXXX

Target	Contents/ Programs to achieve the target
1) Before arrival in Japan	
Pre-departure preparation in Nepal in order for the smooth study/research in Japan	
2) During study in Japan	
3) After return	
Utilization of outcome of research	

(6)-1 Inputs from the Japanese side

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

(6)-2 Input Duration and Number of JDS Fellows

(Master's degree)
 1 batch 20 fellows*4 years
 From the year 2020 (Until 2022): 20 Fellows, from the year 2021 (Until 2023): 20 Fellows
 From the year 2022 (Until 2024): 20 Fellows, from the year 2023 (Until 2025): 20 Fellows (PhD)
 1 batch 2 fellows*4 years (Among all Components)

(7) Inputs from the Nepalese Side

- 1) Dispatch of JDS Fellows







(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			

(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.

(2) Second Field Survey (M/D of the Operating Committee Meeting in Nepal)

A-13

The Precatory Study for Human Resource Development Scholarship (JDS) in Nepal			
Minutes of the Operating Committee			
1. Date	12:00-1:00 on 22 nd March 2019		
2. Participants	<p><u>OC members:</u> Dr. Narayan Dhakal, Under Secretary for Mr. Shreekrishna Nepal, Joint Secretary, International Economic Cooperation Coordination Division (IECCD), Ministry of Finance (MOF) Mr. Bandhu Prasad Bastola, Under Secretary for Mr. Bhupal Baral, Joint Secretary, Ministry of Federal Affairs and General Administration (MOFAGA) Mr. Yuzo Yoshioka, Counselor, Embassy of Japan (EOJ) Ms. Yumiko Asakuma, Chief Representative, Japan International Cooperation Agency (JICA)</p> <p><u>Observers:</u> Mr. Krishna Chandra Kafley, Section Officer, IECCD, MOF Mr. Yoshiki Sando, Second Secretary, EOJ Mr. Siddhartha Shrestha, National Staff, EOJ Mr. Toshinobu Miki, Project Formulation Specialist, JICA Mr. Krishna Prasad Lamsal, Program Manager, JICA</p> <p><u>Consultants:</u> Ms. Minako Ishida, JDS Co., Ltd. Ms. Tomoko Ogura, JDS Co., Ltd. Ms. Yukiko Haneda, JDS Co., Ltd. Ms. Maho Hayashi, JDS Co., Ltd.</p>		
3. Venue	Ministry of Finance		
4. Agenda	1. Reconfirmation of the accepting university for the infrastructure development component 2. Confirmation of basic plans of 6 target areas of the JDS program phase 2 3. Discussion on the guidelines for the doctoral degree program 4. Explanation on the evaluation of the JDS program phase 2 5. Others		
5. Approved by	<table border="0"> <tr> <td style="vertical-align: top;"> Nepal  For Mr. Shreekrishna Nepal, Co-Chairperson of Operating Committee of JDS Joint Secretary International Economic Cooperation Coordination Division Ministry of Finance </td> <td style="vertical-align: top;"> Japan  Mr. Yuzo Yoshioka Co-Chairperson of Operating Committee of JDS Counselor Embassy of Japan </td> </tr> </table>	Nepal  For Mr. Shreekrishna Nepal, Co-Chairperson of Operating Committee of JDS Joint Secretary International Economic Cooperation Coordination Division Ministry of Finance	Japan  Mr. Yuzo Yoshioka Co-Chairperson of Operating Committee of JDS Counselor Embassy of Japan
Nepal  For Mr. Shreekrishna Nepal, Co-Chairperson of Operating Committee of JDS Joint Secretary International Economic Cooperation Coordination Division Ministry of Finance	Japan  Mr. Yuzo Yoshioka Co-Chairperson of Operating Committee of JDS Counselor Embassy of Japan		

Decisions Taken:

- Reconfirmation of the accepting university for the infrastructure development component
 The operating committee reviewed the accepting university for the component of infrastructure development and confirmed Saitama University as the accepting university for the component.
- Confirmation of basic plans of 6 target areas of the JDS program phase 2
 The operating committee confirmed the basic plans for 6 target areas of JDS Nepal Phase2 as attached
- Discussion on the guidelines for the doctoral degree program
 The operating committee discussed on proposed guidelines for doctoral degree program as attached. Following matters were agreed by OC Members.
 - Eligibility and Condition-
 ② Be an Under Secretary or above ranked Gazetted Officer
 Nepali side will discuss this matter within MOF and MOFAGA and the decision will be made at next OC meeting.
 ③ Completed master's course in Japan
 "Completed master's course in Japan" is changed to "Completed master's course in an internationally recognized university"
 ④ Be in good health both physically and mentally.
 "Be in good health both physically and mentally" is changed to "Be in good health"
 - "Competent women, Dalit, Janajatis, Madhesi, and other minority groups and persons with disability are encouraged to apply" is added in the guideline as consideration.
 - The guideline for doctoral degree program will be finalized at next OC meeting including -Application and Selection Process-
- Explanation on the evaluation of the JDS program phase 2
 The JICA study team proposed Project Indicators to evaluate the JDS Program phase 2 as attached

Attachment 1: Design of JDS Program for Four Batches (from JFY2019 to JFY2022)
 Attachment 2: Basic Plan for the Priority Target Area for The Project for Human Resource Development Scholarship (JDS) for Nepal
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Design of JDS Program for Four Batches
(from JFY 2019 to JFY 2022)

Annex 1

Sub-Program (JDS Priority Areas)	Component (Development Issue)	Expected Theme of Research / Possible Fields of Study	University	Degrees	Slot
1. Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement	1-1. Economic Policy	National Development Policy, Macroeconomic Policy, Fiscal Policy, Financial Policy, Tax Policy, Econometrics, etc.	Hiroshima University, Graduate School for International Development and Cooperation (IDEC)	Master of Arts Master of Science Master of International Cooperation Studies	3
			Waseda University, Graduate School of Asia-Pacific Studies (GGAPS)	Master of International Relations	2
	1-2. Industrial Development Policy	Foreign Investment Policy, Industrial Development Policy, Promotion of Business Environment, etc.	International University of Japan, Graduate School of International Management	Master of Business Administration	3
	1-3. Infrastructure Development	Engineering on Infrastructure Development (Road, Tunnels, Bridges Transportation)	Saitama University, International Graduate Program on Civil and Environmental Engineering	Master of Engineering	2
2. Governance enhancement and basic framework development for democracy	2-1. Development of Human Resource and Administrative Capacity of Civil Servants	Decentralization, Local Administration, Administrative Management, Human Resource Management Policy, Administrative Finance Management, Local Autonomy, Labor Policy, Public Policy, etc.	International University of Japan, Graduate School of International Relations	MA in Public Management	2
			Meiji University, Graduate School of Governance Studies (English Degree Track)	Master of Policy Study	2
			Yamaguchi University, Graduate School of Economics	Master of Economics	2
	2-2. Building of International Relations	International politics, International Economy, Foreign Policy, Regional Integration, etc.	Ritsumeikan University, Graduate School of International Relations, Global Cooperation Program (GCP)	MA in International Relations	2
2-3. Improvement of Legal and Judicial System	Civil Law, Criminal Law, Company Law, Commercial Law (including Bankruptcy Law), Legal development related to trade and investment promotion, etc.	Kyushu University, Graduate School of Law	Master of Laws	2	
Maximum slots per year					20

The Project for Human Resource Development Scholarship (JDS) for Nepal
Basic Plan for the Priority Target Area

Basic Information of Priority Target Area (Sub-Program)

- Country:
Federal Democratic Republic of Nepal
- Priority Target (Sub-Program) Area:
Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement
- Operating Committee:
Ministry of Finance, Ministry of Federal Affairs and General Administration, Embassy of Japan in Nepal, and JICA Nepal Office

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

- Priority Target (Sub-Program) Area:
Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement
- Component:
Economic Policy
- Managing Organization:
International Economic Cooperation Coordination Division (IECCD) of Ministry of Finance
- Target Organizations: All ministries and agencies

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

Nepal is classified as a landlocked developing country (LLDC) and the gross domestic product (GDP) per capita is reported to be approximately US\$848 in 2016/2017 (MOF). The country has maintained the GDP growth rate for the past 20 years to be 4% in average, but due to the impact from the earthquake and other incidents, it went down to 0.56% in 2015/2016. However, it was registered to be 6.9% in the year of 2016/2017 (Central Bank in Nepal), and the country seems to be on its way of economic recovery. Nevertheless, the speed of economic growth is still slow compared to other countries within the region.

In terms of economic structure, although 67% of the working population engages in the agricultural sector, the GDP ratio of this sector is limited to be about 30%. The service sector accounts for 50% of the economy, however most of the services are considered to be informal. The GDP rate for the industrial sector is also on a downward trend.

On the other hand, the government of Nepal has announced a framework to graduate from the category of least developed countries (LDC) by the year 2022 and leap forward to becoming a middle-income country by the year 2030.

Another issue for the Nepalese government and the ministries concerned is the overall lack of capacity of officers, organization, institution and budget which are necessary for handling the development issues they face. Hence, improvement of administrative capacity of officers and institution building are considered to be the issue for all development themes.

1

In Nepal, JDS Program has started accepting fellows in 2016 and 40 candidates have been accepted for the master's program by the end of 2017.

JDS Program will provide support in the area of human resource development for improvement of policy planning abilities of the administrative officers who are to deal with the priority issues of the economic policy outlined in the National Development Plan, such as public finance (tax system, international loan, debt management, effective use of public expenditure etc.) and international trade, consumer inflation, balance of payment, bank credit, insurance and capital market.

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

The government of Japan identifies "Social and economic infrastructure and mechanism development which directly leads to economic growth and the national livelihoods improvement" and "Governance enhancement and basic framework development for democracy" as target areas for cooperation in its "Country Development Cooperation Policy for Federal Democratic Republic of Nepal" (September 2016) and provides assistance accordingly.

JICA supports human resource development of the government of Nepal to enable its officials to formulate and implement effective national development policies through "Transport Infrastructure Development Program", "Reliable Power Supply Capacity Improvement Program", "Urban Environment Improvement Program", "Private Sector Development Program", "Democratization Process Support Program" and "Government Administrative Capability Enhancement Program" as planned in "Rolling Plan for Federal Democratic Republic of Nepal" (April 2018)

In the target component of sub-program "Economic Policy" of the Phase 1 of the JDS Program for Nepal, two universities have accepted 15 students from 2015 to 2018.

<Related JICA Project>

Technical Cooperation:

- Project of Quality Improvement of Local Administrative Training through Enhancing Survey Analysis Capability
- The Project for Capacity Building of Central Statistics Bureau for 2018 Economic Census

Grant Aid:

- The Project for Human Resource Development (JDS)

Expert:

- Foreign Investment Advisor
- Public Policy Capacity Development Advisor

2. Cooperation Framework

(1) Project Objective

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(2) Project Design

1) Overall Goal

To improve the policy-making capacity of the government office of Nepal through human resource development under the JDS program.

2) Project Objectives

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(3) Project Indicators

- 1) Number of JDS fellows who obtain a master's degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/project.
- 3) Establishment of human network between Nepal and Japan.

(4) Number of JDS Participants and Accepting Universities

- Hiroshima University, Graduate School for International Development and Cooperation (IDEC) , Division of Development Science and Development Policy Course
3 fellows / year, Total 12 fellows / 4years
- Wasoda University, Graduate School of Asia-Pacific Studies (GSAPS), M.A Program in International Relations
2 fellows / year, Total 8 fellows / 4years

(5) Activity

<Hiroshima University, Graduate School for International Development and Cooperation (IDEC) Development Policy Course>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
Establish a framework to facilitate effective study in Japan	<ul style="list-style-type: none"> Under the special program scheme, text books of microeconomics and macroeconomics will be handed to the prospective students. Under the guidance of the professor and a Ph.D. student, JDS fellow students will learn the basic knowledge of economics before arriving in Japan. To confirm the progress of study, the prospective students will be given periodical small tests. English language training course will be held for those who need to strengthen their English ability
2) Study in Japan	
Deepening expertise and improvement of transversal academic knowledge and analytical skills	<ul style="list-style-type: none"> For the first year, students will take basic economic courses, such as development microeconomics, development macroeconomics and econometrics. Depending on the interest of each student, the students will also take elective courses to deepen the specialized knowledge. Elective courses consist from subjects such as environmental resource economics, development economics (economic development, comparative economic development and advanced lecture on economic development policy), trade investment (international economics, international trade and international economic policy). The students can study subjects offered by other departments such as international issues and regional studies. This system allows students to acquire transversal academic knowledge and different analytical methods.
Acquirement of basic skill for thesis writing	<ul style="list-style-type: none"> All students must enroll in a workshop organized by the advisory professor to learn all the basic skills for thesis writing, from preparation of study plan, reviewing documents, analytic skills, interpretation of analytical findings to policy implication which they will obtain through working on their own research studies.
Acquirement of practical knowledge	<ul style="list-style-type: none"> In various seminars organized under the special program scheme, JDS fellow students will have an opportunity to discuss with experts from other universities and academic institutions and also obtain practical knowledge from professionals from the government and international organizations. As for the JDS seminars organized four times a year, experts and professionals from the field of the research topic of the JDS fellow student will be invited from within Japan and abroad. Additionally, subsidy will be offered to JDS fellow students who actively participate in academic conferences and international conferences held within Japan. Basic research materials, associated documents or database necessary for the JDS fellow student's research area will be offered by the University. JDS fellow students will be offered advice on implementing their research from a doctoral course student through the mentor system. Through the special English composition courses "English thesis writing I" and "English thesis writing II", the JDS fellow students will acquire the essential knowledge and skills for writing their master's degree thesis in English. Towards research activities planned and implemented by the JDS fellow students, the research and the trip expenses will be subsidized.
3) Post-study period	
Follow-up activities	<ul style="list-style-type: none"> After returning to Nepal (within one or two years), a feedback seminar will be organized where information on how the JDS fellow is utilizing the knowledge gained through graduate school and opinions on how to improve the JDS Program in the future will be collected. Also, the fellows will receive advice and evaluation from the academic point of view.

<Waseda University, Graduate School of Asia-Pacific Studies (GSAPS), International Studies Program>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
Preparation to facilitate smooth integration after initiating studies in Japan	<ul style="list-style-type: none"> Under the special program scheme, two to three months before enrollment, the JDS fellow students are given an intensive pre-departure workshop to facilitate smooth integration of study and research in Japan. Also, a pre-study program will be prepared according to the academic level and deflection of the fellow students and guidance will be offered by electronic mails.
2) Study in Japan	
Acquirement of knowledge that meets the needs	<ul style="list-style-type: none"> The University offers international studies, with curriculums such as international relations, international cooperation/policy research and regional studies as the three pillars. The curriculum includes several courses which are applicable to the needs of Nepal such as international economics, free trade agreement, development economics/development theory and subjects related to international migration of labor and immigration policy are also offered.
Efficient Improvement of knowledge and skills	<ul style="list-style-type: none"> The students will efficiently acquire practical analytical skills by taking subjects from different courses such as the specialized basic course, advanced course and common basic course. The specialized basic course is targeted for those students who did not major in economics to acquire basic knowledge necessary for studying international economics, development economy etc. on the graduate level. On the other hand, those who have already acquired the basic knowledge of economics are encouraged to choose subjects of higher level from the advanced course. As for the common basic course, the students can take classes on subjects such as social survey methods which is useful for research and in practice, qualitative and quantitative research methods, statistical analysis methods, and take a class specialized in writing skill that is essential for writing their thesis. After enrollment, the students will be assigned to a seminar based on their study theme where they will receive personalized advice from assigned professors. And by presenting papers on their research, the students will improve their skills in presentation and debate. The professors keep office hours to respond to the research needs of the students, and the assistants are almost always available in the computer room to provide support such as on how to use the quantitative analysis software, and assist in finding solutions to problems.
Expansion of international vision	<ul style="list-style-type: none"> In the University, symposiums, seminars, and workshops on the subject of international economics and economic development are held frequently, where leading academics and professionals not only from Japan but from all over the world are invited to give lectures.
3) Post-study period	
Establish cooperative relationship with the Japanese experts	<ul style="list-style-type: none"> Under the special program scheme, at the end of the trimester, the JDS fellow students from Nepal will have an opportunity to present the results of their research on the issues and measures on Nepal's economic policy before a panel of Nepal specialists in Japan (who are invited from universities, aid agencies and the Ministry of Foreign Affairs). Through this event, the JDS fellow students and the specialists can establish a link which will facilitate interaction after graduation.

(6)-1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program implemented by the accepting universities before, during and after studying in Japan (e.g. preparatory orientation including local activities, special lectures and workshops, follow-up activities after returning to a home country)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during stay in Japan (e.g. monitoring, various daily expenses, etc.)

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

1 batch: 5 fellows × 4 years = 20 fellows

<Breakdown>

Hiroshima University
 From the year 2020 (Until 2022): 3 fellows
 From the year 2021 (Until 2023): 3 fellows
 From the year 2022 (Until 2024): 3 fellows
 From the year 2023 (Until 2025): 3 fellows

Waseda University
 From the year 2020 (Until 2022): 2 fellows
 From the year 2021 (Until 2023): 2 fellows
 From the year 2022 (Until 2024): 2 fellows
 From the year 2023 (Until 2025): 2 fellows

(7) Inputs from the Nepali Side

- 1) Dispatch of JDS fellows
- 2) Follow-up activities (e.g. providing opportunities for returned JDS fellows at their organizations/other target organizations to share/disseminate the knowledge they acquired in Japan)
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

- 1) Job Experience, etc.
 - More than 3 years job experience in the field related to the applied component
- 2) Others
 - Citizens of Nepal
 - A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
 - Age between 25 and 40 years old as of 1st April of the year commencing the study
 - Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
 - Sufficient English language ability to pursue a master's degree
 - A person who does not have a master's degree from foreign country with the scholarship of other donors. / A person who will not apply for other foreign scholarships.
 - A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
 - A person of sound body and mind
 - A person currently not serving in the military

The Project for Human Resource Development Scholarship (JDS) for Nepal
Basic Plan for the Priority Target Area

Basic Information of Priority Target Area (Sub-Program)

1. Country:
Federal Democratic Republic of Nepal
2. Priority Target (Sub-Program) Area:
Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement
3. Operating Committee:
Ministry of Finance, Ministry of Federal Affairs and General Administration, Embassy of Japan in Nepal, and JICA Nepal Office

Itemized Table1**1. Outline of Sub-Program / Component****(1) Basic Information**

1. Priority Target (Sub-Program) Area:
Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement
2. Component:
Industrial Development Policy
3. Managing Organization:
International Economic Cooperation Coordination Division (IECCD) of Ministry of Finance
4. Target Organizations: All ministries and agencies

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

In 2016, overseas remittance to Nepal accounted for 29.4% of the GDP, and it has largely contributed to the country's economic development; however, heavy reliance on overseas remittance has created an unstable economic structure. Also, the percentage of foreign direct investment (FDI) within the GDP of Nepal is low compared to other Southeastern Asian countries. Furthermore, the unemployment rate for the young generation in urban areas tends to be high. Creating sufficient domestic employment is an issue for the private sector development.

The government of Nepal has clearly expressed its policy to promote foreign investment, and positioned it as the main issue in the area of industrial development; however, in order to implement a comprehensive industrial development, it is necessary to build the capacity of those who will be involved with the industrial development policy in the government.

JDS Program will support the human resource development for the improvement of the policy planning abilities of the administrative officers who will respond to the priority issues concerning industrial development expressed in the National Development Plan, such as industrial infrastructure policy, small, medium and large enterprise policy, foreign direct investment, strengthening of competitiveness, industrial mainstreaming, promotion of export, diversification, etc.

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

The government of Japan identifies "Social and economic infrastructure and mechanism development which directly leads to economic growth and the national livelihoods improvement" and "Governance enhancement and basic framework development for democracy" as target areas for cooperation in its "Country Development Cooperation Policy for Federal Democratic Republic of Nepal" (September 2016) and provides assistance accordingly.

JICA supports human resource development of the government of Nepal to enable its officials to formulate and implement effective national development policies through "Transport Infrastructure Development Program", "Reliable Power Supply Capacity Improvement Program", "Urban Environment Improvement Program", "Private Sector Development Program", "Democratization Process Support Program" and "Government Administrative Capability Enhancement Program" as planned in "Rolling Plan for Federal Democratic Republic of Nepal" (April 2018)

In the target component of sub-program "Industrial Development Policy" of the Phase I of the JDS Program for Nepal, two universities have accepted 12 students from 2015 to 2018.

<Related JICA Project>

Grant Aid:

- The Project for Human Resource Development (JDS)

Expert:

- Foreign Investment Advisor

2. Cooperation Framework**(1) Project Objective**

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(2) Project Design**1) Overall Goal**

To improve the policy-making capacity of the government office of Nepal through human resource development under the JDS program.

2) Project Objectives

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(3) Project Indicators

- 1) Number of JDS fellows who obtain a master's degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/project.
- 3) Establishment of human network between Nepal and Japan.

(4) Number of JDS Participants and Accepting Universities

International University of Japan (IUI), Graduate School of International Management (GSIM)
3 fellows / year, Total 12 fellows/4years

(5) Activity**<International University of Japan (IUI), Graduate School of International Management (GSIM) Program>**

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan Improvement of basic academic ability before initiating study in Japan	<ul style="list-style-type: none"> • Under the special program scheme, two weeks before starting their study in Japan, the JDS fellow students will receive 22 sessions of pre-departure lectures in mathematics, statistics, economics, EXCEL and cross-cultural communication. These sessions will include basic courses in finance and accounting, introduction of case methods and interviews with the professors.
2) Study in Japan Acquirement of knowledge from wide variety of areas	<ul style="list-style-type: none"> • Our MBA Program curriculum includes Japanese case studies in addition to the MBA curriculum developed in the United States and Europe, and the students are expected to acquire the general management skills and the concept of strategic management which are essential for organizational management. • The curriculum is comprised of required subjects on management and elective subjects, allowing the students to acquire in-depth knowledge covering a wide range of specialized areas. • Project finance class is recommended for the JDS fellow students from Nepal, because it provides knowledge for fund procurement methods for the public project. Other subjects offered are debt and bond market, corporate finance, international finance, strategy management, market strategy, international management, leadership, macroeconomics, development economics, labor economics, financial economics and policy analysis, corporate governance, innovation and startup of new businesses and a study on Japanese small and medium companies and trade impact on development. • The students enrolled in the MBA program can also take other classes offered by the Graduate School of International Relations and acquire a wide range of knowledge.
Improvement of practical knowledge	<ul style="list-style-type: none"> • The lectures are based on discussions on actual cases and there are many assignments that need to be worked on in groups. Through the discussions with their classmates, the students will improve their communication skills and leadership.
Acquirement of scientific analytical method and practical application capacity	<ul style="list-style-type: none"> • For the first year, the student will have a mentor who will give them advice such as selecting their subject. From the second year, the advisory professor will give advice on subjects such as thesis writing. Through preparing research papers and writing their thesis for the master's degree, the students are expected to acquire the scientific analytical methods and the practical application capacity. • JDS fellow students will have access to the databases of the United Nations, OECD, the World Bank, data stream and global financial database to collect necessary information for the thesis writing.
3) Post-study period Maintain network for the graduated students	<ul style="list-style-type: none"> • Graduated students from 129 countries organize alumni associations in many parts of the world and special relationships are formed beyond the boundaries and generations. Every year, the alumni events are held globally on the same day to strengthen the solidarity of all graduates.

(6)-1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program implemented by the accepting universities before, during and after studying in Japan (e.g. preparatory orientation including local activities, special lectures and workshops, follow-up activities after returning to a home country)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during stay in Japan (e.g. monitoring, various daily expenses, etc.)

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

1 batch: 3 fellows × 4 years = 12 fellows

<Breakdown>

International University of Japan (IUI)

From the year 2020 (Until 2022): 3 fellows

From the year 2021 (Until 2023): 3 fellows

From the year 2022 (Until 2024): 3 fellows

From the year 2023 (Until 2025): 3 fellows

(7) Inputs from the Nepali Side

- 1) Dispatch of JDS fellows
- 2) Follow-up activities (e.g. providing opportunities for returned JDS fellows at their organizations / other target organizations to share/disseminate the knowledge they acquired in Japan)
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

- 1) Job Experience, etc.
 - More than 3 years job experience in the field related to the applied component
- 2) Others
 - Citizens of Nepal
 - A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
 - Age between 25 and 40 years old as of 1st April of the year commencing the study
 - Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
 - Sufficient English language ability to pursue a master's degree
 - A person who does not have a master's degree from foreign country with the scholarship of other donors. / A person who will not apply for other foreign scholarships.
 - A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
 - A person of sound body and mind
 - A person currently not serving in the military

The Project for Human Resource Development Scholarship (JDS) for Nepal
Basic Plan for the Priority Target Area

Basic Information of Priority Target Area (Sub-Program)

1. Country:
Federal Democratic Republic of Nepal
2. Priority Target (Sub-Program) Area:
Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement
3. Operating Committee:
Ministry of Finance, Ministry of Federal Affairs and General Administration, Embassy of Japan in Nepal, and JICA Nepal Office

Itemized Table1**1. Outline of Sub-Program / Component****(1) Basic Information**

1. Priority Target (Sub-Program) Area:
Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement
2. Component:
Infrastructure Development
3. Managing Organization:
International Economic Cooperation Coordination Division (IECCD) of Ministry of Finance
4. Target Organizations: All ministries and agencies

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

Nepal ranks 130th out of 190 countries in the global country ranking of infrastructure (Systemic Country Diagnosis 2018 World Bank) and is positioned at the bottom within the region. In Nepal, transportation of goods and mobility of people highly depend on roads, nevertheless the road conditions are very poor, often cut off due to natural disasters, and roads and bridges are not properly maintained in the rural areas, leaving a huge negative impact on the country's economy.

As for the electricity sector, due to shortage of power plants there is not enough electricity generated to cover the basic power consumption. Although the situation is being improved, electricity shortage is not only a hindrance to the country's industrial and economic development, but also it directly affects the living standard of the people.

Also, as for the urban environment, due to the increase of population in the urban area, water supply service is worsening year by year. Hence, improvement of water and sewage projects is an issue that needs to be addressed.

With these background factors, the area of infrastructure needs improvement not only on the technical side but also in training of personnel who will be planning infrastructure policies.

JDS Program will support the human resource development for the improvement of the policy planning abilities of the administrative officers who will be in charge of the priority issues of infrastructure policy expressed in the National Development Plan in the areas such as energy (hydro-energy and alternative energy), infrastructure and transportation (roads, air transportation, railway and other transportation logistics), transportation management, building, housing and urban development, reconstruction, etc.

JDS Program will complement the "Transportation Infrastructure Development Program" implemented by JICA and help train and improve the capacity of administrative officers who can fulfill the needs for expansion and development of an industrial structure which is adaptable to diversifying economic structure.

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

The government of Japan identifies "Social and economic infrastructure and mechanism development which directly leads to economic growth and the national livelihoods improvement" and "Governance enhancement and basic framework development for democracy" as target areas for cooperation in its "Country Development Cooperation Policy for Federal Democratic Republic of Nepal" (September 2016) and provides assistance accordingly.

JICA supports human resource development of the government of Nepal to enable its officials to formulate and implement effective national development policies through "Transport Infrastructure Development Program", "Reliable Power Supply Capacity Improvement Program", "Urban Environment Improvement Program", "Private Sector Development Program", "Democratization Process Support Program" and "Government Administrative Capability Enhancement Program" as planned in "Rolling Plan for Federal Democratic Republic of Nepal" (April 2018)

<Related JICA Project>

Development Study:

- Kathmandu Valley Urban Transport Improvement Project

Technical Cooperation Project:

- Project for the Operation and Maintenance of Sindhuli Road Phase 2
- Project for the Development of a Spare Parts Management Center and En-route Radar Control Services
- Project for Capacity Improvement Aircraft Safety Equipment Operation Maintenance
- Project for Strengthening Water Supply Phase2
- Project on Capacity Development of KUKL to Improve Overall Water Supply Service in Kathmandu Valley

Grant Aid:

- Project for Aircraft safety Equipment for Major Airports
- Project for Improvement of Small Scale Coal Power Plants in Western Region

Loan Project:

- Nagdhunga Tunnel Construction Project
- Tsfuna Hydropower Plan Project
- Project for Improvement of Water Supply in Pokhara
- Melamchi Water Supply Project

Precatory Study:

- Precatory Study for the Rehabilitation of Sindhuli Road Affected by Earthquake

Master Plan Study:

- Project for the Nationwide Master Plan Study on Storage-Type Hydroelectric Power Development in Nepal

Multi Donors:

- Pro-poor Urban Regeneration Pilot

SATREPS:

- Project for Hydro-microbiological Approach for Water Security in Kathmandu Valley, Nepal

Through Japanese NGOs:

- Grant Aid Assistance through Japanese NGOs in Urban Environmental Improvement

Expert:

- Road Planning and Road Maintenance Advisor
- Coal power Advisor
- Water Policy Advisor
- Water Sanitation Program Advisor

2. Cooperation Framework

(1) Project Objective

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(2) Project Design

1) Overall Goal

To improve the policy-making capacity of the government office of Nepal through human resource development under the JDS program.

2) Project Objectives

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(3) Project Indicators

- 1) Number of JDS fellows who obtain a master's degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/project.
- 3) Establishment of human network between Nepal and Japan.

(4) Number of JDS Participants and Accepting Universities

- Saitama University, International Graduate Program on Civil and Environmental Engineering
2 fellows / year, Total 8 fellows/4years

(5) Activity

<Saitama University, International Graduate Program on Civil and Environmental Engineering>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
Support before initiating study in Japan	<ul style="list-style-type: none"> To support the student before initiating their study in Japan, guidance and advice according to individual needs will be provided by electronic mail.
2) Study in Japan	
Acquirement of wide range of academic knowledge of civil engineering	<ul style="list-style-type: none"> The curriculum includes, a wide range of subjects necessary to construct a sustainable and secure society in harmony with the environment (ground environment, water environment, environment and society, environmental vibration, acoustics, etc.), special subjects indispensable for the development of national infrastructure (structural engineering, concrete engineering, geotechnical engineering, vibration studies), special subjects indispensable for transportation infrastructure (transportation system, landscape), special subjects indispensable to master prediction against natural disasters and infrastructural countermeasures (seismology, seismic engineering, vibrational / wave motion analysis, geotechnical earthquake engineering, nonlinear structural analysis, hydrosphere numerical analysis), construction management for social infrastructure management, and project based subjects (numerical analysis, bridge design, actual simulation of structural vibration), and active learning subjects (international communication, advanced internship), and gives opportunity to learn the wide range of the academic system of civil engineering.
Improvement of practical knowledge	<ul style="list-style-type: none"> Through the special program, taking advantage of being situated in the metropolitan area, internship arrangements can be made with companies and governmental organizations which are involved in infrastructure (survey, planning, design and maintenance) of roads and bridges. Students are offered to go on field trips to the actual construction sites.
Achievement of substantial study results	<ul style="list-style-type: none"> Main advisory professor will be assigned by focusing on the study theme of students. After the detailed discussions, the study theme will be determined. A Japanese student from the science and engineering master's program will be assigned as a tutor and provide assistance, from daily matters to helping with class studies. On the first year, students will concentrate on the lectures while continuing their research with the guidance of the supervisory professor. After the first year, students will have an intermediary presentation of thesis which must be approved. In the second year, students will concentrate on the thesis and are required to participate in the final presentation in front of the judging committee.
3) Post-study period	
Follow-up activities	<ul style="list-style-type: none"> After returning to the home country, strengthening the human / technical / information network between the graduates and the university will be expected.

(6)-1 Inputs from the Japanese Side

- Expenses for activities of Special Program implemented by the accepting universities before, during and after studying in Japan (e.g. preparatory orientation including local activities, special lectures and workshops, follow-up activities after returning to a home country)
- Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- Expenses for support during stay in Japan (e.g. monitoring, various daily expenses, etc.)

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

1 batch: 2 fellows × 4 years = 8 fellows

<Breakdown>

Saitama University

- From the year 2020 (Until 2022): 2 fellows
- From the year 2021 (Until 2023): 2 fellows
- From the year 2022 (Until 2024): 2 fellows
- From the year 2023 (Until 2025): 2 fellows

(7) Inputs from the Nepal Side

- Dispatch of JDS fellows
- Follow-up activities (e.g. providing opportunities for returned JDS fellows at their organizations / other target organizations to share/disseminate the knowledge they acquired in Japan)
- Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

- Job Experience, etc.
 - More than 3 years job experience in the field related to the applied component
- Others
 - Citizens of Nepal
 - A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
 - Age between 25 and 40 years old as of 1st April of the year commencing the study
 - Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
 - Sufficient English language ability to pursue a master's degree
 - A person who does not have a master's degree from foreign country with the scholarship of other donors. / A person who will not apply for other foreign scholarships.
 - A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
 - A person of sound body and mind
 - A person currently not serving in the military

The Project for Human Resource Development Scholarship (JDS) for Nepal
Basic Plan for the Priority Target Area

Basic Information of Priority Target Area (Sub-Program)

1. Country:
Federal Democratic Republic of Nepal
2. Priority Target (Sub-Program) Area:
Governance enhancement and basic framework development for democracy
3. Operating Committee:
Ministry of Finance, Ministry of Federal Affairs and General Administration, Embassy of Japan in Nepal, and JICA Nepal Office

Itemized Table1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Priority Target (Sub-Program) Area:
Governance enhancement and basic framework development for democracy
2. Component:
Development of Human Resource and Administrative Capacity of Civil Servants
3. Managing Organization:
International Economic Cooperation Coordination Division (IECCD) of Ministry of Finance
4. Target Organizations: All ministries and agencies

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

A new constitution was adopted in Nepal in September 2015 and a federal system consisting of three divisions - federal, provincial and local was introduced to the country. Local elections were held in 2017 for the first time in 20 years, along with provincial level elections and legislative elections. Now, although still transitional, the new administrative system is gradually being introduced into the country.

The JDS Program will provide support for the human resource development for the improvement of the policy planning abilities of the administrative officers who will be involved with the priority issues of administration policy expressed in the National Development Plan, such as the federal system and autonomy of the local government (establishment, administration and activities of the provincial and local governments, autonomy of the local government and its service delivery, regional development, etc.), peace and reconstruction, government reform (transition from the current administrative mechanism to the three-tier governance approach, providing access to information for the citizens, improvement of productivity and credibility of public servants).

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

The government of Japan identifies "Social and economic infrastructure and mechanism development which directly leads to economic growth and the national livelihoods improvement" and "Governance enhancement and basic framework development for democracy" as target areas for cooperation in its "Country Development Cooperation Policy for Federal Democratic Republic of Nepal" (September 2016) and provides assistance accordingly.

JICA supports human resource development of the government of Nepal to enable its officials to formulate and implement effective national development policies through "Transport Infrastructure Development Program", "Reliable Power Supply Capacity Improvement Program", "Urban Environment Improvement Program", "Private Sector Development Program", "Democratization Process Support Program" and "Government Administrative Capability Enhancement Program" as planned in "Rolling Plan for Federal Democratic Republic of Nepal" (April 2018)

In the target component of sub-program "Development of Human Resource and Administrative Capacity of Civil Servants" of the Phase I of the JDS Program for Nepal, three universities have accepted 18 students from 2015 to 2018.

<Related JICA Project>

Technical Cooperation Project:

- Project for Improving Local Governance Training through Capacity Enhancement on Research and Analysis
- Project on Capacity Development for the implementation of Economic Census 2018 in Nepal" to conduct the first ever Economic Census of Nepal

Grant Aid:

- Project for Human Resource Development Scholarship

Multi Donners Project

- Project for the Enhancement of Decent Work in Global Supply Chains in Asian Region

Expert:

- Public Policy Advisor

2. Cooperation Framework

(1) Project Objective

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(2) Project Design

- 1) Overall Goal
To improve the policy-making capacity of the government office of Nepal through human resource development under the JDS program.
- 2) Project Objectives
The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(3) Project Indicators

- 1) Number of JDS fellows who obtain a master's degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/project.
- 3) Establishment of human network between Nepal and Japan.

(4) Number of JDS Participants and Accepting Universities

- International University of Japan (IUJ), Graduate School of International Relations, Public Management and Policy Analysis Program (PMPP)
2 fellows / year, Total 8 fellows/4years
- Meiji University, Graduate School of Governance Studies (English Degree Track)
2 fellows / year, Total 8 fellows/4years
- Yamaguchi University, Graduate School of Economics/ Public Administration Course
2 fellows / year, Total 8 fellows/4years

A-23

(5) Activity

<International University of Japan (IUJ), Graduate School of International Relations, Public Management and Policy Analysis Program (PMPP)>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
Improvement of basic academic skill before initiating study in Japan	• Through the special program scheme, JDS fellow students will take preliminary courses such as basic mathematics, basic economics/business administration before departure or after their arrival in Japan
2) Study in Japan	
Acquirement of administrative management skills and political analysis techniques	• From the required subjects, the students will learn the basic principles of securing social equality and the importance of readiness and transparency for a democratic and effective public administration. • And from the elective subjects, the students will master the leading-edge administrative management skills such as information technology, experimental methods and collaborative governance. It is also possible to opt for courses in economics offered by the International Development Program (IDP), such as cost benefits analysis and panel data analysis. • To further develop their expertise, the students will receive individual guidance from each professor who belong to the Program when preparing their master's thesis or research paper.
Improvement of thesis/report writing skills	• The students are expected to write a master's thesis or a research paper on priority issues regarding public policy or public management where they are expected to present research questions with clear geographical and time range and offer its solutions. • In the process of writing the master's thesis or research paper, the students are expected to participate in the research orientation seminar to receive guidance from the advisory professor. At the end of the last term, an oral examination will be held and the contents of the thesis or research paper will be evaluated.
Acquirement of practical knowledge	• Under the special training program, seminars and workshops will be held where renowned lecturers from other universities and foreign government agencies are invited to discuss case studies and examples of policy implementation. • The University's video facilities will enable us to hold satellite video conferences and seminars with other governmental agencies. Field trips to Japanese government agencies and private companies will be organized.
3) Post-study period	
Follow-up activity	• Through the special program scheme, continuous improvement of knowledge, comprehensive ability and skills for the graduated fellows will be facilitated through the follow-up activities. By organizing the joint seminar among the JDS graduated fellows, present fellows and future fellows, mutual understanding of knowledge and experience, and a stronger network will be built.

<Meiji University, Graduate School of Governance Studies (English Track Program)>

Objective	Contents and means to achieve the objective
1) Prior arrival in Japan	
Improvement of basic academic skill before initiating study in Japan	<ul style="list-style-type: none"> Aim to improve technical aptitude and basic learning skills such as searching for base documents for the research topic.
2) Study in Japan	
Acquirement of broader knowledge and vision, discernment and building advanced analytical and assessment skills.	<ul style="list-style-type: none"> Through public policy studies, create policies based on gathered information and analysis of the current policy issues within the country and abroad, and pursue knowledge and skills for policy implementation and policy evaluation to assure its effectiveness. The students will analyze the development issues of Nepal systematically from global and historical points of view, while cultivating their policy planning capacity, learn the concept of efficient, fair and transparent administrative management system from the examples of the Japanese public service system and capacity training system. Field works and case studies will be prioritized to gain practical knowledge from their experiences in Japan. The students will also learn about professional ethics of the public servants and about anti-corruption measures of Japan.
Deepening knowledge of specialized field and improvement of analytical skills	<ul style="list-style-type: none"> The target area is global while at the same time local, and with "public policy", "international development policy" and "community management" at the core, the students will study the subjects that are important and of urgent themes directly linked to the challenges that the world is facing, such as decentralization, good governance, civic participation, sustainable development, regional development, elimination of poverty, urbanization and risk management. The students are to select one of the three programs suitable for the objective. In the "public policy program", the students will learn the subject based on the process of public policy-making, from identification of agenda, planning, implementation and evaluation. The "international development policy program" is structured around the academic fields of international economy and the environment. The students will study global issues such as sustainable development and poverty issues from numerous aspects of the social system. In the "community management program", the students will perceive global issues on a more local, community-based perspective and learn the process of how to formulate, implement and evaluate policies in order to resolve the problem.
Acquirement of practical knowledge and skills	<ul style="list-style-type: none"> The special program offers workshops with their original English thesis writing and thesis analysis methods, a course to assist in thesis writing, courses on social research methodology and in technical writing, special courses participated by Japanese and international researchers who are involved in the subject of the JDS fellow students and organizes joint classes of Japanese and foreign students for academic exchange, field work to visit the site of implementation of a public policy and thesis workshops.
3) Post-study period	
Follow-up activities	<ul style="list-style-type: none"> The special program scheme will provide support for establishing networks after repatriation and a follow-up seminar will be held.

<Yamaguchi University, Graduate School of Economics/ Public Administration Course>

Objective	Contents and means to achieve the objective
1) Prior arrival in Japan	
Preparation towards the research study in Japan	<ul style="list-style-type: none"> Under the special program scheme, guidance for thesis writing will be organized before initiating the study in Japan.
2) Study in Japan	
Acquirement of practical knowledge	<ul style="list-style-type: none"> The curriculum is programmed to facilitate systematic and balanced learning of the principles and application of public management, analysis of individual development issue and to strengthen the capacity for resolving problems. The aim of the curriculum is to acquire necessary practical knowledge for administrative management, knowledge of economics and economic policies necessary for economic development, knowledge for effective policy planning and implementation to resolve issues and policy coordination, and financial policy knowledge necessary to secure a financial basis.
Acquirement of field knowledge and techniques	<ul style="list-style-type: none"> Under the special program scheme, activities and programs to improve the knowledge through practical cases will be organized. (It includes a visit to the central governmental agencies associated with the thesis field of the JDS fellow students, lectures, a study trip to observe cases of revitalization of provincial towns, visits to prefectural and municipal government offices to gain firsthand knowledge on regional administration, invitation of lecturers from the prefectural and municipal governments to learn about the policies of the local government, invitation of special lecturers to learn about the cases of public policies and public administration, etc.) Opportunities for strengthening the academic skills (supplementary classes for English language, the thesis checked by a native speaker, supplementary class for mathematics, intermediate presentation of the master's thesis at the home ministry in Nepal, etc.) will be provided.
3) Post-study period	
Follow-up activities	<ul style="list-style-type: none"> Follow-up trainings will be organized to ensure continuous improvement of the graduated students' knowledge, theoretical concept and skills. Also, joint seminar for the graduated students, current students and future students will be organized to share their experiences and knowledge and to strengthen the network. Furthermore, with the possibility of cooperation with other public agencies, a joint research study between the professors and graduate students will be facilitated.

(6)-1 Inputs from the Japanese Side

- Expenses for activities of Special Program implemented by the accepting universities before, during and after studying in Japan (e.g. preparatory orientation including local activities, special lectures and workshops, follow-up activities after returning to a home country)
- Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- Expenses for support during stay in Japan (e.g. monitoring, various daily expenses, etc.)

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

1 batch: 6 fellows × 4 years = 24 fellows

<Breakdown>

International University of Japan (IUI)

- From the year 2020 (Until 2022): 2 fellows
- From the year 2021 (Until 2023): 2 fellows
- From the year 2022 (Until 2024): 2 fellows
- From the year 2023 (Until 2025): 2 fellows

Meiji University

- From the year 2020 (Until 2022): 2 fellows
- From the year 2021 (Until 2023): 2 fellows
- From the year 2022 (Until 2024): 2 fellows
- From the year 2023 (Until 2025): 2 fellows

Yamaguchi University

- From the year 2020 (Until 2022): 2 fellows
- From the year 2021 (Until 2023): 2 fellows
- From the year 2022 (Until 2024): 2 fellows
- From the year 2023 (Until 2025): 2 fellows

(7) Inputs from the Nepali Side

- 1) Dispatch of JDS fellows
- 2) Follow-up activities (e.g. providing opportunities for returned JDS fellows at their organizations / other target organizations to share/disseminate the knowledge they acquired in Japan)
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

- 1) Job Experience, etc.
 - More than 3 years job experience in the field related to the applied component
- 2) Others
 - Citizens of Nepal
 - A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
 - Age between 25 and 40 years old as of 1st April of the year commencing the study
 - Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
 - Sufficient English language ability to pursue a master's degree
 - A person who does not have a master's degree from foreign country with the scholarship of other donors. / A person who will not apply for other foreign scholarships.
 - A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
 - A person of sound body and mind
 - A person currently not serving in the military

7

The Project for Human Resource Development Scholarship (JDS) for Nepal
Basic Plan for the Priority Target Area

Basic Information of Priority Target Area (Sub-Program)

1. Country:
Federal Democratic Republic of Nepal
2. Priority Target (Sub-Program) Area:
Governance enhancement and basic framework development for democracy
3. Operating Committee:
Ministry of Finance, Ministry of Federal Affairs and General Administration, Embassy of Japan in Nepal, and JICA Nepal Office

Itemized Table1**1. Outline of Sub-Program / Component****(1) Basic Information**

1. Priority Target (Sub-Program) Area:
Governance enhancement and basic framework development for democracy
2. Component:
Building of International Relations
3. Managing Organization:
International Economic Cooperation Coordination Division (IECCD) of Ministry of Finance
4. Target Organizations: All ministries and agencies

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

Nepal has been strongly influenced by South Asian countries and China in various aspects such as in politics, trade, industry and culture. It is essential to construct effective and strategic international relations with these countries for the stability and sustainable development of the country. It is extremely important for the stable development of Nepal to plan and implement policies which will lead to a win-win situation without leaving the country with any disadvantages.

With these background factors, there is a need for human resources development which will allow administrative officers to plan, formulate and implement effective and viable policies.

JDS Program will support human resource development for the improvement of the policy planning abilities of the administrative officers who will respond to the priority issues of building international relations expressed in the National Development Plan, such as expansion of export through the diplomatic mechanism, promotion of foreign direct investment and technology, development of tourism, promotion of systematization of employment in foreign countries and resolving issues in attracting foreign direct investment through mutual dependence within the region.

1

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

The government of Japan identifies "Social and economic infrastructure and mechanism development which directly leads to economic growth and the national livelihoods improvement" and "Governance enhancement and basic framework development for democracy" as target areas for cooperation in its "Country Development Cooperation Policy for Federal Democratic Republic of Nepal" (September 2016) and provides assistance accordingly.

JICA supports human resource development of the government of Nepal to enable its officials to formulate and implement effective national development policies through "Transport Infrastructure Development Program", "Reliable Power Supply Capacity Improvement Program", "Urban Environment Improvement Program", "Private Sector Development Program", "Democratization Process Support Program" and "Government Administrative Capability Enhancement Program" as planned in "Rolling Plan for Federal Democratic Republic of Nepal" (April 2018)

In the target component of sub-program "Building of International Relations" of the Phase 1 of the JDS Program for Nepal, one university has accepted 9 students from 2015 to 2018.

<Related JICA Project>

Grant Aid:

- Project for Human Resource Development Scholarship

Expert:

- Foreign Investment Advisor
- Public Policy Implementation Enhancement Advisor
- Legal and Judicial System Advisor

2. Cooperation Framework**(1) Project Objective**

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(2) Project Design**1) Overall Goal**

To improve the policy-making capacity of the government office of Nepal through human resource development under the JDS program.

2) Project Objectives

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(3) Project Indicators

- 1) Number of JDS fellows who obtain a master's degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/project.
- 3) Establishment of human network between Nepal and Japan.

(4) Number of JDS Participants and Accepting Universities

- Ritsumeikan University, Graduate School of International Relations, Global Cooperation Program (GCP)
2 fellows / year, Total 8 fellows / 4years

(5) Activity

<Ritsumeikan University, Graduate School of International Relations, Global Cooperation Program (GCP)>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan Preparation for the research after initiating study in Japan	<ul style="list-style-type: none"> Prior to arrival in Japan, the student will be in contact with the advisory professor through emails regarding their research subject in order to be able to start their life and study smoothly in Japan. Texts and thesis on international relations will be used as preparatory study.
2) Study in Japan Improve planning ability for policy making and action plan	<ul style="list-style-type: none"> By studying international political theory, diplomatic policy of Japan and Asian countries, international law and international organization theory, the students will improve their policy-making capacity to establish multidimensional security measures and diplomatic relations focusing on India and China, with democracy and rule of law necessary for Nepal at the base. By studying the constitution and sociology, economics and social development policy, organizational theory of public institution, and democratization and construction of political system of the ASEAN countries, the students will cultivate their ability to formulate an action plan necessary for issues that Nepal faces in peace building and in establishment of democracy. By studying subjects such as international trade and investment theory, theories in development finance, development strategy and environmental policy, the students will acquire necessary knowledge for formulating the economic and industrial development policies in Nepal which will include analysis of industrial structure and comparative advantages, promotion of foreign direct investment and infrastructure development plan. By studying the latest trend of regional economic integration and liberalization, the students will have better understanding about the importance of maintenance of peace and democratic system, and division of role between the market and the government. Through successive studies leading to a master's thesis, the students will improve their ability for identifying development issues, in problem analysis and their ability to present policies in order to resolve the issues.
Improvement of expertise and analysis and evaluation skills	<ul style="list-style-type: none"> From the core subjects, the students will study theories which form the basis of international relations, and from the program subjects, deepen their knowledge in various specialized areas. The program subjects offer study in social statistics which is necessary for policy evaluation, and in acquisition of knowledge base with strong emphasis on peace building and establishment of democracy through the subject of comparative politics in Asia (democratization process of Indonesia and regional integration in Southeast Asia and South Asia). Through practical training by the professionals who have worked for international organizations and the Ministry of Foreign Affairs, knowledge on security and foreign policy and administrative capacity required of the officers are expected to improve. By studying the subjects related to the economics field such as regional economic integration, development economics and development strategy, the students will acquire the knowledge about empirical analysis and evaluation which is necessary for formulating policies for sustainable development and poverty alleviation.
Improvement of practical knowledge	<ul style="list-style-type: none"> Participate in the lecture and the field trip of public management training course, organized in alliance with the municipality of Kyoto (local government). Participate in the PCM (Project Cycle Management) workshop, statistical analysis workshop and receive personal guidance on thesis writing. Participate in the training course to improve the ability to write their thesis in academic English.

3) Post-study period

Follow-up activities	<ul style="list-style-type: none"> Through the follow-up activities of the professor, the JDS fellow will maintain the specialized knowledge they acquired during their study up to date. For government agencies and organizations who are in need of specialized knowledge such as in economics, a system will be planned and considered which allows the JDS fellow students to pass on the knowledge they acquired in Japan so as to improve the general knowledge of the country.
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(6)-1 Inputs from the Japanese Side

- Expenses for activities of Special Program implemented by the accepting universities before, during and after studying in Japan (e.g. preparatory orientation including local activities, special lectures and workshops, follow-up activities after returning to a home country)
- Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- Expenses for support during stay in Japan (e.g. monitoring, various daily expenses, etc.)

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

1 batch: 2 fellows × 4 years = 8 fellows

<Breakdown>

Ritsumeikan University

From the year 2020 (Until 2022): 2 fellows

From the year 2021 (Until 2023): 2 fellows

From the year 2022 (Until 2024): 2 fellows

From the year 2023 (Until 2025): 2 fellows

(7) Inputs from the Nepali Side

- Dispatch of JDS fellows
- Follow-up activities (e.g. providing opportunities for returned JDS fellows at their organizations / other target organizations to share/disseminate the knowledge they acquired in Japan)
- Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

- Job Experience, etc.
 - More than 3 years job experience in the field related to the applied component
- Others
 - Citizens of Nepal
 - A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
 - Age between 25 and 40 years old as of 1st April of the year commencing the study
 - Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
 - Sufficient English language ability to pursue a master's degree
 - A person who does not have a master's degree from foreign country with the scholarship of other donors. / A person who will not apply for other foreign scholarships.
 - A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
 - A person of sound body and mind
 - A person currently not serving in the military

The Project for Human Resource Development Scholarship (JDS) for Nepal
Basic Plan for the Priority Target Area

Basic Information of Priority Target Area (Sub-Program)

1. Country:
Federal Democratic Republic of Nepal
2. Priority Target (Sub-Program) Area:
Governance enhancement and basic framework development for democracy
3. Operating Committee:
Ministry of Finance, Ministry of Federal Affairs and General Administration, Embassy of Japan in Nepal, and JICA Nepal Office

Itemized Table1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Priority Target (Sub-Program) Area:
Governance Enhancement and Basic Framework Development for Democracy
2. Component:
Improvement of Legal and Judicial System
3. Managing Organization:
International Economic Cooperation Coordination Division (IECCD) of Ministry of Finance
4. Target Organizations: All ministries and agencies

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

In Nepal, a new constitution was established in September 2015. To ensure the implementation of the new constitution and to make a stable transition to becoming a democratic nation, is a prerequisite to promote economic development.

As for the transition to the three-tier federal system (federal, provincial and local), the judicial administration will be transferred to the local level, but several concerns have been raised, starting with infrastructure such as lack of buildings necessary for judicial administration, need for an alternative conflict resolution methodology and ways to tackle increasing crime rate.

JDS Program will support the human resource development for the improvement of the policy planning abilities of the administrative officers who will respond to the priority issues of the judicial area expressed in the National Development Plan, such as modernization of judicial administration through judicial process reform, access to the judicial system by simplification/fairness/promptness of the judicial process, promotion of judicial administration based on the judicial control by people and protection of human rights and democracy, alternative method for resolving disputes including potential conflict, reconstruction of judicial system towards the local level judicial structure oriented by the constitution, etc.

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

The government of Japan identifies "Social and economic infrastructure and mechanism development which directly leads to economic growth and the national livelihoods improvement" and "Governance enhancement and basic framework development for democracy" as target areas for cooperation in its "Country Development Cooperation Policy for Federal Democratic Republic of Nepal" (September 2016) and provides assistance accordingly.

JICA supports human resource development of the government of Nepal to enable its officials to formulate and implement effective national development policies through "Transport Infrastructure Development Program", "Reliable Power Supply Capacity Improvement Program", "Urban Environment Improvement Program", "Private Sector Development Program", "Democratization Process Support Program" and "Government Administrative Capability Enhancement Program" as planned in "Rolling Plan for Federal Democratic Republic of Nepal" (April 2018)

In the target component of sub-program "Improvement of Legal and Judicial System" of the Phase 1 of the JDS Program for Nepal, one university have accepted 6 students from 2015 to 2018.

<Related JICA Project>

Technical Cooperation:

- Project
Strengthening Community Mediation Capacity for Peaceful and Harmonious Society Project Phase 2
- Project for strengthening the capacity of Court for Expedious and Reliable Dispute Settlement (SCC Project)

Grant Aid:

- Project for Human Resource Development Scholarship

Expert:

- Foreign Investment Advisor
- Public Policy Implementation Enhancement Advisor
- Legal and Judicial System Advisor

2. Cooperation Framework

(1) Project Objective

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(2) Project Design

- 1) Overall Goal
To improve the policy-making capacity of the government office of Nepal through human resource development under the JDS program.
- 2) Project Objectives
The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(3) Project Indicators

- 1) Number of JDS fellows who obtain a master's degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/project.
- 3) Establishment of human network between Nepal and Japan.

(4) Number of JDS Participants and Accepting Universities

Kyushu University, Graduate School of Law, The International Economic and Business Law (IEBL) LLM Program
2 fellows / year, Total 8 fellows / 4years

(5) Activity

<Kyushu University, Graduate School of Law, International Program in Law, LL.M in International Economic and Business Law>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan Preparation towards research study after initiating study in Japan	<ul style="list-style-type: none"> • Under the special program scheme, "remote guidance" will be provided via electronic mail and SKYPE to clarify the issue to be studied.
2) Study in Japan	
Acquirement of the latest knowledge	<ul style="list-style-type: none"> • Acquire the most advanced specialized knowledge, focusing on experiences and international rules of Japan and other developed countries.
Acquirement of the bidirectional interactive planning ability	<ul style="list-style-type: none"> • Reflecting the needs of the JDS fellow students and the affiliated ministry in the home country, the research will be designed and implemented together by the JDS student and the university (JDS director) in a bidirectional interactive manner.
Strengthening the practical knowledge and skills	<ul style="list-style-type: none"> • Participation in "JDS intensive lecture" organized with renowned scholars and experts as guest speakers. • Participation in comprehensive study orientation "JDS forum" which focuses on reporting, debates and writing the thesis and research papers, etc. • Participation in "JDS special lecture" given by lawyers and professionals. • Through the practical educational program "JDS front", participate in various lectures and activities such as international and domestic conferences, mock trials, training camps and internships. • The master's thesis of JDS fellow students will be checked by a native English speaker after completion.
3) Post-study period Building a network among the alumni students	<ul style="list-style-type: none"> • Through an efficient SNS system and workshops with JDS alumnus in JDS target countries, the graduated fellows are expected to participate in establishing a national network with other Nepalese fellows and an international network with all other international graduates.

(6)-1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program implemented by the accepting universities before, during and after studying in Japan (e.g. preparatory orientation including local activities, special lectures and workshops, follow-up activities after returning to a home country)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during stay in Japan (e.g. monitoring, various daily expenses, etc.)

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

1 batch: 2 fellows × 4 years = 8 fellows

<Breakdown>
Kyushu University
From the year 2020 (Until 2022): 2 fellows
From the year 2021 (Until 2023): 2 fellows
From the year 2022 (Until 2024): 2 fellows
From the year 2023 (Until 2025): 2 fellows

(7) Inputs from the Nepal Side

- 1) Dispatch of JDS fellows
- 2) Follow-up activities (e.g. providing opportunities for returned JDS fellows at their organizations / other target organizations to share/disseminate the knowledge they acquired in Japan)
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

- 1) Job Experience, etc.
 - More than 3 years job experience in the field related to the applied component
- 2) Others
 - Citizens of Nepal
 - A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
 - Age between 25 and 40 years old as of 1st April of the year commencing the study
 - Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
 - Sufficient English language ability to pursue a master's degree
 - A person who does not have a master's degree from foreign country with the scholarship of other donors. / A person who will not apply for other foreign scholarships.
 - A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
 - A person of sound body and mind
 - A person currently not serving in the military

**The Project for Human Resource Development Scholarship (JDS)
For Doctoral Degree Program
Proposed Application Guidelines for Nepal 2020 Fellows
(Selection Process during JFY2019)**

1. Objectives

This project aims at fostering future leaders and are capable of;

1. Policy formulation and decision making from a broader perspective by drawing on their advanced knowledge and expertise,
2. Leading international discourses on various policy issues on behalf of Nepal,
3. Exercising their positive influence in Nepal and beyond from the global viewpoints by fully utilizing personal networks developed through this doctoral program, and
4. Creating a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.
 - Prospective applicants must have the potential for becoming future leaders who can substantially contribute for policy making rather than academic researchers.

2. Eligibility and Condition

[Eligibility Requirements]

The applicant must;

1. Be a Nepali national
2. Be an Under Secretary or above ranked Gazetted Officer
3. Be the age of 45 and under (as of April 1st, 2020)
4. Completed master's course in Japan
5. Have returned to and served for the country for a certain years set by his or her organization after completion of Master's course
6. Belong to the Target Group of JDS and his/ her research theme is relevant to the component of JDS
7. Receive a recommendation from the supervisor of his/her current duty office. (Reference Letter should contain evaluation of applicant's performance at work and relevance of his/her research theme to his/her career.)
8. Have a recommendation from the expected academic adviser(s) of the applying university (Submission of a draft academic guidance outline or a supervisory plan is desirable.)
9. Not have obtained any Doctor's degree overseas under other foreign government scholarship programs.
10. Not be currently awarded or to be awarded a scholarship from other foreign donors.

[Other Conditions]

The applicant must;

1. In principle, enroll in the same graduate school of the university where he or she obtained a Master's degree in Japan. Due to some circumstances, enrollment to other graduate school of the university will be also acceptable.
2. Present a research proposal relevant to the development Issues of Nepal referred to in the framework of Sub-Programs and Components below.
3. Those satisfy work obligation at current workplace after the completion of master's course and their return to the country (e.g. minimum years of work after return, etc.)
4. Complete the course within, and not exceeding, three (3) years.
5. Be in good health both physically and mentally.

* Applicants need to take and pass all medical check-up prior to the interview by OC. This medical check-up is arranged by JDS Project Office. Applicant who cannot take or pass all medical check-up will be disqualified from JDS scholarship.

Sub Program	Components
1. Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement	1-1. Economic Policy
	1-2. Industrial Development Policy
	1-3. Infrastructure Development
2. Governance enhancement and basic framework development for democracy	2-1. Development of Human Resource and Administrative Capacity of Civil Servants
	2-2. Building of International Relations
	2-3. Improvement of Legal and Judicial System

3. Period and Recommended Modality of Study

1. Study Period: Maximum three (3) years as enrollment in September 2020, graduation in September 2023

2. Recommended Modality of Study:

It is recommended that the Fellows stay in Japan up to two (2) years for research and obtain a Doctoral degree within three (3) years, since it is deemed difficult for competent civil servants to leave their country for a long period of time. Following is a recommended modality.

4. Application and Selection Process

Calling for application and selection will be conducted as below.

1. Application Period: From 1st August, 2019 to 1st November 2019

2. Selection by JDS Operating Committee (O/C): by the end of February 2019

After the Basic Check of applications, the interviewers appointed by the O/C will conduct the interview. In case where the total number of applications is more than six (triple of the number of slots), document screening by the O/C will be conducted before the interview.

3. Approval of the Candidates by JDS Operating Committee: March 2019

The number of the final candidates must not exceed the maximum number of slots.

4. Application to the University: from April to June 2020

5. Screening by the University: from April to July 2020

Each university will conduct its entrance examination for the candidate(s). Each university has their own evaluation criteria, and some universities require an interview or a written test in Japan. (In such case, JDS will support the candidates for the travel cost to Japan)

6. Notification of Screening Result by the University: July 2020

7. Announcement of Successful Candidates by the Operating Committee: July 2020

5. Selection (Evaluation) Criteria by O/C

The JDS Operating Committee will evaluate and select candidates based on the following criteria:

1. Leadership Qualifications

- Track records of demonstrating leadership
- Accomplishments and visions to contribute to the development Nepal
- Enthusiasm for future development and growth of Nepal
- Achievements at work (e.g. work history, contributions, utilization of outcomes of JDS),
- Consistency between his/her career and the research theme/future vision in terms of contribution to the policy making and implementation

2. Relevance of the Research Theme to the Development Issues of Nepal

- Prospect of the achievement of their research towards improvement of the development issues in their country, etc.

3. Academic Transcripts and Academic Accomplishments in the Master's Course

- Sufficient academic results, experiences of publishing peer reviewed papers, experiences of presenting at academic conferences/seminars, etc.

Project Indicators

- 1) Number of JDS fellows who obtain a master's degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/ project.
- 3) Establishment of human network between Nepal and Japan.

Indicators to expected outputs

Expected Outputs	Indicator	Means of Acquisition	Source	Timing
Young government officials acquire an academic degree (Master's or Ph. D.) in Japan	Number of those successfully acquiring an academic degree among the Nepalese JDS fellows	Copy of the degree certificate	Return Fellows	When fellows' return
JDS fellows acquire expert knowledge which helps them to resolve issues in their specialist fields	Acquiring knowledge in a specialized field after return	Questionnaire	Return Fellows	Before dispatch of fellows
Return fellows contribute to the formulation of plans and policies to resolve development issues	Improvement of analytical, planning, operation and management capabilities Utilization of the improved capabilities mentioned above after return and examples		Return fellows Supervisors of return fellows	One year after fellows' return
Return fellows exercise leadership in their own organizations and the functions of such organizations have been strengthened	Opportunities for returned fellows to exercise leadership at their places of work and the examples. Contribution of the knowledge and experience acquired by JDS fellows in Japan for strengthening of the functions of their places of work.		Return fellows	
Mutual understanding and friendly relations between Japan and Nepal are built.	Participation in events relating to Japan (after return, within six months of return, etc.) Maintenance of contact with a Japan-related organization or Japanese person(s) (regularly after return or within one month of return, etc.)		Return fellows	
International intellectual networks are strengthened.	Any case of strengthening of international intellectual network (e.g. An accepting tertiary courses research in Nepal with the assistance of return fellows, Return fellow's participation to international academic societies' submission of research papers to international academic journal/presentation at international conference, etc.)		Return Fellows Accepting universities	September 2026

4. Readiness of the Accepting University

- Availability of the recommendation letter, evaluation by the expected academic advisor/s, and academic guidance outline, etc.

6. Award Benefits

1. The scholarship grant is equivalent to that of MEXT Scholarships for Doctoral course
2. Amount for each allowance is equivalent to that of JDS Master's program.
3. Round-trip airfare to Japan

7. Expenses Paid to the Accepting University

Application fee, admission fee, tuition fee, and travel costs for the academic advisor/s visiting Nepal to assist his/her research will be settled by the JDS Project directly.

8. Support for the Fellows while in Japan

Support services for the fellows in Doctoral courses will be equivalent to those for fellows for Master's courses. Japan Development Service Co., Ltd. as the Agent of JDS Program will provide post-arrival support services including settlement assistance, monitoring, payment of allowances, and emergency assistance.

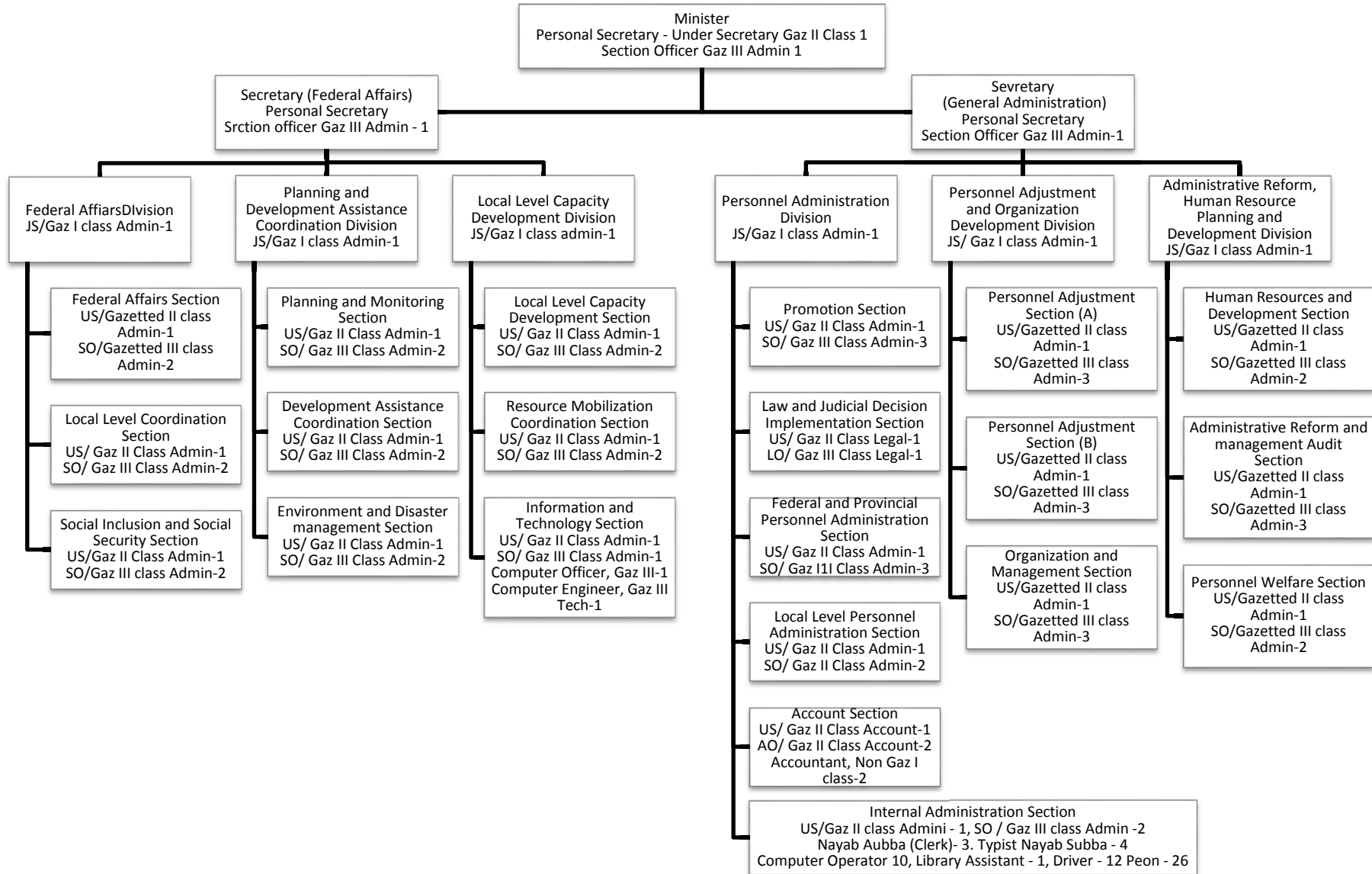
End

Annex 6 Phase 2 Priority Areas: Number of JDS Fellows to be Accepted by Development Theme

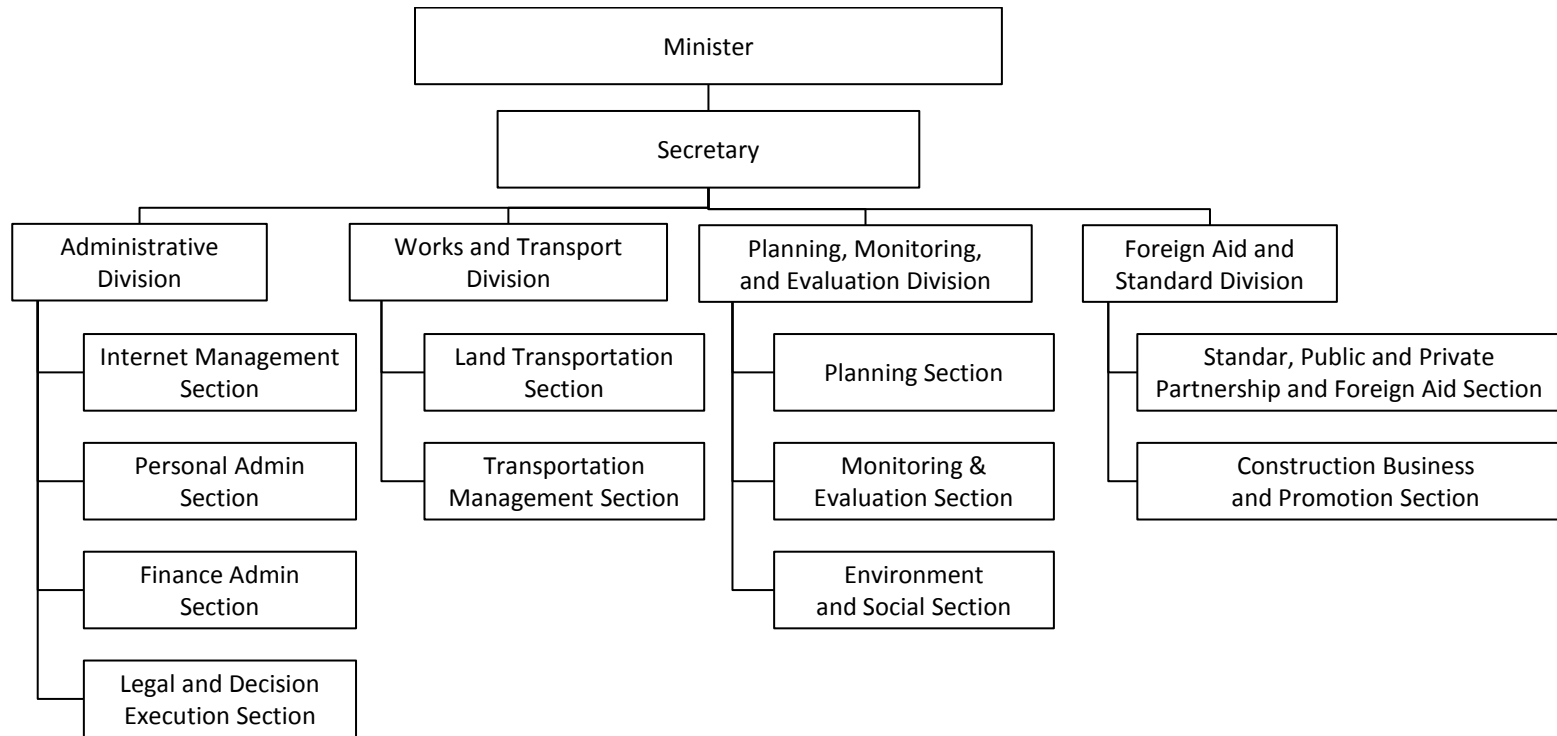
Priority area (Sub-program)	Development Issues (Component)	University	Graduate school	Number of Acceptance in Each of 4 Batches				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1. Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement	1-1. Economic Policy	Hiroshima University	Graduate School for International Development and Cooperation (IDEC)	3	3	3	3	12
		Waseda University	Graduate School of Asia-Pacific Studies (GSAPS)	2	2	2	2	8
	1-2. Industrial Development Policy	International University of Japan (IUJ)	Graduate School of International Management (GSIM)	3	3	3	3	9
	1-3. Infrastructure Development	Saitama University	International Graduate Program on Civil and Environmental Engineering	2	2	2	2	8
2. Governance enhancement and basic framework development for democracy	2-1. Development of Human Resource and Administrative Capacity of Civil Servants	International University of Japan (IUJ)	Graduate School of International Management (GSIM)	2	2	2	2	8
		Meiji University	Graduate School of Governance Studies	2	2	2	2	8
		Yamaguchi University	Graduate School of Economics	2	2	2	2	8
	2-2. Building of International Relations	Ritsumeikan University	Graduate School of International Relations	2	2	2	2	8
	2-3. Improvement of Legal and Judicial System	Kyushu University	Graduate School of Law	2	2	2	2	8
Total				20	20	20	20	80

Annex 7 Organization Charts

(1) Ministry of Federal Affairs and General Administration (MOFAGA)



(2) Ministry of Infrastructure and Transport



Source: <http://www.mopit.gov.np/OrganizationChart> (As for 25th April 2019)

Annex 8 Basic Plan for the Priority Target Area (Sub-programmes)

1-1. Economic Policy

The Project for Human Resource Development Scholarship (JDS) for Nepal
Basic Plan for the Priority Target Area

Basic Information of Priority Target Area (Sub-Program)

<p>1. Country: Federal Democratic Republic of Nepal</p> <p>2. Priority Target (Sub-Program) Area: Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement</p> <p>3. Operating Committee: Ministry of Finance, Ministry of Federal Affairs and General Administration, Embassy of Japan in Nepal, and JICA Nepal Office</p>

Itemized Table1

1. Outline of Sub-Program / Component

(1) Basic Information

<p>1. Priority Target (Sub-Program) Area: Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement</p> <p>2. Component: Economic Policy</p> <p>3. Managing Organization: International Economic Cooperation Coordination Division (IECCD) of Ministry of Finance</p> <p>4. Target Organizations: All ministries and agencies</p>
--

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

<p>Nepal is classified as a landlocked developing country (LLDC) and the gross domestic product (GDP) per capita is reported to be approximately US\$848 in 2016/2017 (MOF). The country has maintained the GDP growth rate for the past 20 years to be 4% in average, but due to the impact from the earthquake and other incidents, it went down to 0.56% in 2015/2016. However, it was registered to be 6.9% in the year of 2016/2017 (Central Bank in Nepal), and the country seems to be on its way of economic recovery. Nevertheless, the speed of economic growth is still slow compared to other countries within the region.</p> <p>In terms of economic structure, although 67% of the working population engages in the agricultural sector, the GDP ratio of this sector is limited to be about 30%. The service sector accounts for 50% of the economy, however most of the services are considered to be informal. The GDP rate for the industrial sector is also on a downward trend.</p> <p>On the other hand, the government of Nepal has announced a framework to graduate from the category of least developed countries (LDC) by the year 2022 and leap forward to becoming a middle-income country by the year 2030.</p>
--

Another issue for the Nepalese government and the ministries concerned is the overall lack of capacity of officers, organization, institution and budget which are necessary for handling the development issues they face. Hence, improvement of administrative capacity of officers and institution building are considered to be the issue for all development themes.

In Nepal, JDS Program has started accepting fellows in 2016 and 40 candidates have been accepted for the master's program by the end of 2017.

JDS Program will provide support in the area of human resource development for improvement of policy planning abilities of the administrative officers who are to deal with the priority issues of the economic policy outlined in the National Development Plan, such as public finance (tax system, international loan, debt management, effective use of public expenditure etc.) and international trade, consumer inflation, balance of payment, bank credit, insurance and capital market.

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

The government of Japan identifies "Social and economic infrastructure and mechanism development which directly leads to economic growth and the national livelihoods improvement" and "Governance enhancement and basic framework development for democracy" as target areas for cooperation in its "Country Development Cooperation Policy for Federal Democratic Republic of Nepal" (September 2016) and provides assistance accordingly.

JICA supports human resource development of the government of Nepal to enable its officials to formulate and implement effective national development policies through "Transport Infrastructure Development Program", "Reliable Power Supply Capacity Improvement Program", "Urban Environment Improvement Program", "Private Sector Development Program", "Democratization Process Support Program" and "Government Administrative Capability Enhancement Program" as planned in "Rolling Plan for Federal Democratic Republic of Nepal" (April 2018)

In the target component of sub-program "Economic Policy" of the Phase I of the JDS Program for Nepal, two universities have accepted 15 students from 2015 to 2018.

<Related JICA Project>

Technical Cooperation:

- Project of Quality Improvement of Local Administrative Training through Enhancing Survey Analysis Capability
- The Project for Capacity Building of Central Statistics Bureau for 2018 Economic Census

Grant Aid:

- The Project for Human Resource Development (JDS)

Expert:

- Foreign Investment Advisor
- Public Policy Capacity Development Advisor

2. Cooperation Framework

(1) Project Objective

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(2) Project Design

1) Overall Goal

To improve the policy-making capacity of the government office of Nepal through human resource development under the JDS program.

2) Project Objectives

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(3) Project Indicators

- 1) Number of JDS fellows who obtain a master's degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/project.
- 3) Establishment of human network between Nepal and Japan.

(4) Number of JDS Participants and Accepting Universities

- Hiroshima University, Graduate School for International Development and Cooperation (IDEC) , Division of Development Science and Development Policy Course
3 fellows / year, Total 12 fellows / 4years
- Waseda University, Graduate School of Asia-Pacific Studies (GSAPS), M.A Program in International Relations
2 fellows / year, Total 8 fellows / 4years

(5) Activity

<Hiroshima University, Graduate School for International Development and Cooperation (IDEC) Development Policy Course>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
Establish a framework to facilitate effective study in Japan	<ul style="list-style-type: none"> • Under the special program scheme, text books of microeconomics and macroeconomics will be handed to the prospective students. Under the guidance of the professor and a Ph.D. student, JDS fellow students will learn the basic knowledge of economics before arriving in Japan. • To confirm the progress of study, the prospective students will be given periodical small tests. • English language training course will be held for those who need to strengthen their English ability
2) Study in Japan	
Deepening expertise and improvement of transversal academic knowledge and analytical skills	<ul style="list-style-type: none"> • For the first year, students will take basic economic courses, such as development microeconomics, development macroeconomics and econometrics. • Depending on the interest of each student, the students will also take elective courses to deepen the specialized knowledge. Elective courses consist from subjects such as environmental resource economics, development economics (economic development, comparative economic development and advanced lecture on economic development policy), trade investment (international economics, international trade and international economic policy). • The students can study subjects offered by other departments such as international issues and regional studies. This system allows students to acquire transversal academic knowledge and different analytical methods.
Acquirement of basic skill for thesis writing	<ul style="list-style-type: none"> • All students must enroll in a workshop organized by the advisory professor to learn all the basic skills for thesis writing, from preparation of study plan, reviewing documents, analytic skills, interpretation of analytical findings to policy implication which they will obtain through working on their own research studies.
Acquirement of practical knowledge	<ul style="list-style-type: none"> • In various seminars organized under the special program scheme, JDS fellow students will have an opportunity to discuss with experts from other universities and academic institutions and also obtain practical knowledge from professionals from the government and international organizations. As for the JDS seminars organized four times a year, experts and professionals from the field of the research topic of the JDS fellow student will be invited from within Japan and abroad. Additionally, subsidy will be offered to JDS fellow students who actively participate in academic conferences and international conferences held within Japan. • Basic research materials, associated documents or database necessary for the JDS fellow student's research area will be offered by the University. • JDS fellow students will be offered advice on implementing their research from a doctoral course student through the mentor system. • Through the special English composition courses "English thesis writing I" and "English thesis writing II", the JDS fellow students will acquire the essential knowledge and skills for writing their master's degree thesis in English. • Towards research activities planned and implemented by the JDS fellow students, the research and the trip expenses will be subsidized.
3) Post-study period	
Follow-up activities	<ul style="list-style-type: none"> • After returning to Nepal (within one or two years), a feedback seminar will be organized where information on how the JDS fellow is utilizing the knowledge gained through graduate school and opinions on how to improve the JDS Program in the future will be collected. Also, the fellows will receive advice and evaluation from the academic point of view.

<Waseda University, Graduate School of Asia-Pacific Studies (GSAPS), International Studies Program>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
Preparation to facilitate smooth integration after initiating studies in Japan	<ul style="list-style-type: none"> • Under the special program scheme, two to three months before enrollment, the JDS fellow students are given an intensive pre-departure workshop to facilitate smooth integration of study and research in Japan. Also, a pre-study program will be prepared according to the academic level and deflection of the fellow students and guidance will be offered by electronic mails,
2) Study in Japan	
Acquirement of knowledge that meets the needs	<ul style="list-style-type: none"> • The University offers international studies, with curriculums such as international relations, international cooperation/policy research and regional studies as the three pillars. • The curriculum includes several courses which are applicable to the needs of Nepal such as international economics, free trade agreement, development economics/development theory and subjects related to international migration of labor and, immigration policy are also offered.
Efficient Improvement of knowledge and skills	<ul style="list-style-type: none"> • The students will efficiently acquire practical analytical skills by taking subjects from different courses such as the specialized basic course, advanced course and common basic course. The specialized basic course is targeted for those students who did not major in economics to acquire basic knowledge necessary for studying international economics, development economy etc. on the graduate level. On the other hand, those who have already acquired the basic knowledge of economics are encouraged to choose subjects of higher level from the advanced course. As for the common basic course, the students can take classes on subjects such as social survey methods which is useful for research and in practice, qualitative and quantitative research methods, statistical analysis methods, and take a class specialized in writing skill that is essential for writing their thesis. • After enrollment, the students will be assigned to a seminar based on their study theme where they will receive personalized advice from assigned professors. And by presenting papers on their research, the students will improve their skills in presentation and debate. • The professors keep office hours to respond to the research needs of the students, and the assistants are almost always available in the computer room to provide support such as on how to use the quantitative analysis software, and assist in finding solutions to problems.
Expansion of international vision	<ul style="list-style-type: none"> • In the University, symposiums, seminars, and workshops on the subject of international economics and economic development are held frequently, where leading academics and professionals not only from Japan but from all over the world are invited to give lectures.
3) Post-study period	
Establish cooperative relationship with the Japanese experts	<ul style="list-style-type: none"> • Under the special program scheme, at the end of the trimester, the JDS fellow students from Nepal will have an opportunity to present the results of their research on the issues and measures on Nepal's economic policy before a panel of Nepal specialists in Japan (who are invited from universities, aid agencies and the Ministry of Foreign Affairs). Through this event, the JDS fellow students and the specialists can establish a link which will facilitate interaction after graduation.

(6)-1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program implemented by the accepting universities before, during and after studying in Japan (e.g. preparatory orientation including local activities, special lectures and workshops, follow-up activities after returning to a home country)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during stay in Japan (e.g. monitoring, various daily expenses, etc.)

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

1 batch: 5 fellows × 4 years = 20 fellows

<Breakdown>

Hiroshima University

- From the year 2020 (Until 2022): 3 fellows
- From the year 2021 (Until 2023): 3 fellows
- From the year 2022 (Until 2024): 3 fellows
- From the year 2023 (Until 2025): 3 fellows

Waseda University

- From the year 2020 (Until 2022): 2 fellows
- From the year 2021 (Until 2023): 2 fellows
- From the year 2022 (Until 2024): 2 fellows
- From the year 2023 (Until 2025): 2 fellows

(7) Inputs from the Nepali Side

- 1) Dispatch of JDS fellows
- 2) Follow-up activities (e.g. providing opportunities for returned JDS fellows at their organizations/other target organizations to share/disseminate the knowledge they acquired in Japan)
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

- 1) Job Experience, etc.
 - More than 3 years job experience in the field related to the applied component
- 2) Others
 - Citizens of Nepal
 - A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
 - Age between 25 and 40 years old as of 1st April of the year commencing the study
 - Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
 - Sufficient English language ability to pursue a master's degree
 - A person who does not have a master's degree from foreign country with the scholarship of other donors. / A person who will not apply for other foreign scholarships.
 - A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
 - A person of sound body and mind
 - A person currently not serving in the military

1-2. Industrial Development Policy

The Project for Human Resource Development Scholarship (JDS) for Nepal

Basic Plan for the Priority Target Area

Basic Information of Priority Target Area (Sub-Program)

1. Country:
Federal Democratic Republic of Nepal
2. Priority Target (Sub-Program) Area:
Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement
3. Operating Committee:
Ministry of Finance, Ministry of Federal Affairs and General Administration, Embassy of Japan in Nepal, and JICA Nepal Office

Itemized Table1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Priority Target (Sub-Program) Area:
Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement
2. Component:
Industrial Development Policy
3. Managing Organization:
International Economic Cooperation Coordination Division (IECCD) of Ministry of Finance
4. Target Organizations: All ministries and agencies

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

In 2016, overseas remittance to Nepal accounted for 29.4% of the GDP, and it has largely contributed to the country's economic development; however, heavy reliance on overseas remittance has created an unstable economic structure. Also, the percentage of foreign direct investment (FDI) within the GDP of Nepal is low compared to other Southeastern Asian countries. Furthermore, the unemployment rate for the young generation in urban areas tends to be high. Creating sufficient domestic employment is an issue for the private sector development.

The government of Nepal has clearly expressed its policy to promote foreign investment, and positioned it as the main issue in the area of industrial development; however, in order to implement a comprehensive industrial development, it is necessary to build the capacity of those who will be involved with the industrial development policy in the government.

JDS Program will support the human resource development for the improvement of the policy planning abilities of the administrative officers who will respond to the priority issues concerning industrial development expressed in the National Development Plan, such as industrial infrastructure policy, small, medium and large enterprise policy, foreign direct investment, strengthening of competitiveness, industrial mainstreaming, promotion of export, diversification, etc.

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

The government of Japan identifies “Social and economic infrastructure and mechanism development which directly leads to economic growth and the national livelihoods improvement” and “Governance enhancement and basic framework development for democracy” as target areas for cooperation in its “Country Development Cooperation Policy for Federal Democratic Republic of Nepal” (September 2016) and provides assistance accordingly.

JICA supports human resource development of the government of Nepal to enable its officials to formulate and implement effective national development policies through “Transport Infrastructure Development Program”, “Reliable Power Supply Capacity Improvement Program”, “Urban Environment Improvement Program”, “Private Sector Development Program”, “Democratization Process Support Program” and “Government Administrative Capability Enhancement Program” as planned in “Rolling Plan for Federal Democratic Republic of Nepal” (April 2018)

In the target component of sub-program “Industrial Development Policy” of the Phase I of the JDS Program for Nepal, two universities have accepted 12 students from 2015 to 2018.

<Related JICA Project>

Grant Aid:

- The Project for Human Resource Development (JDS)

Expert:

- Foreign Investment Advisor

2. Cooperation Framework

(1) Project Objective

The project objective is to strengthen the Nepalese government’s administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master’s degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(2) Project Design

1) Overall Goal

To improve the policy-making capacity of the government office of Nepal through human resource development under the JDS program.

2) Project Objectives

The project objective is to strengthen the Nepalese government’s administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master’s degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(3) Project Indicators

- 1) Number of JDS fellows who obtain a master’s degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/project.
- 3) Establishment of human network between Nepal and Japan.

(4) Number of JDS Participants and Accepting Universities

- International University of Japan (IUJ), Graduate School of International Management (GSIM)
3 fellows / year, Total 12 fellows/4years

(5) Activity

<International University of Japan (IUJ), Graduate School of International Management (GSIM) Program>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
Improvement of basic academic ability before initiating study in Japan	<ul style="list-style-type: none"> Under the special program scheme, two weeks before starting their study in IUJ, the JDS fellow students will receive 22 sessions of pre-enrollment lectures in Mathematics, Statistics, Economics, EXCEL and Cross-cultural Communication. These sessions will include basic courses in Finance and Accounting, introduction of case methods and interviews with the professors.
2) Study in Japan	
Acquirement of knowledge from wide variety of areas	<ul style="list-style-type: none"> Our MBA Program curriculum includes Japanese case studies in addition to the MBA curriculum developed in the United States and Europe, and the students are expected to acquire the general management skills and the concept of strategic management which are essential for organizational management. The curriculum is comprised of required and elective courses on management, allowing the students to acquire in-depth knowledge covering a wide range of specialized areas. Project Finance class is recommended for the JDS fellow students from Nepal, because it provides knowledge for fund procurement methods for the public project. Other subjects offered are Debt Financing and Bond markets, Corporate Finance, International Finance, Strategic Management, Marketing Strategy, International Management, Leadership, Macroeconomics, Development Economics, Labor Economics, Monetary Economics and Policy Analysis, Corporate Governance, Innovation and New Businesses Creation, and Small to Medium-Sized Firms in Japan and Their Trade Impact on Development. The students enrolled in the MBA program can also take the courses offered by the Graduate School of International Relations and acquire a wide range of knowledge.
Improvement of practical knowledge	<ul style="list-style-type: none"> The lectures are based on discussions on actual cases and there are many assignments that need to be worked on in groups. Through the discussions with their classmates, the students will improve their communication skills and leadership.
Acquirement of scientific analytical method and practical application capacity	<ul style="list-style-type: none"> For the first year, the student will have a mentor who will give them advice such as selecting their subject. From the second year, the academic supervisor will give advice on subjects such as thesis writing. Through preparing research papers and writing their thesis for the master's degree, the students are expected to acquire the scientific analytical methods and the practical application. JDS fellow students will have access to the databases of the United Nations, OECD, the World Bank, data stream and global financial database to collect necessary information for the thesis writing.
3) Post-study period	
Maintain network for the graduated students	<ul style="list-style-type: none"> Graduated students from 129 countries organize alumni associations in many parts of the world and special relationships are formed beyond the boundaries and generations. Every year, the alumni events are held globally on the same day to strengthen the solidarity of all IUJ graduates.

(6)-1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program implemented by the accepting universities before, during and after studying in Japan (e.g. preparatory orientation including local activities, special lectures and workshops, follow-up activities after returning to a home country)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during stay in Japan (e.g. monitoring, various daily expenses, etc.)

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

1 batch: 3 fellows × 4 years = 12 fellows

<Breakdown>

International University of Japan (IJJ)

From the year 2020 (Until 2022): 3 fellows

From the year 2021 (Until 2023): 3 fellows

From the year 2022 (Until 2024): 3 fellows

From the year 2023 (Until 2025): 3 fellows

(7) Inputs from the Nepali Side

- 1) Dispatch of JDS fellows
- 2) Follow-up activities (e.g. providing opportunities for returned JDS fellows at their organizations / other target organizations to share/disseminate the knowledge they acquired in Japan)
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

- 1) Job Experience, etc.
 - More than 3 years job experience in the field related to the applied component
- 2) Others
 - Citizens of Nepal
 - A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
 - Age between 25 and 40 years old as of 1st April of the year commencing the study
 - Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
 - Sufficient English language ability to pursue a master's degree
 - A person who does not have a master's degree from foreign country with the scholarship of other donors. / A person who will not apply for other foreign scholarships.
 - A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
 - A person of sound body and mind
 - A person currently not serving in the military

1-3. Infrastructure Development

The Project for Human Resource Development Scholarship (JDS) for Nepal Basic Plan for the Priority Target Area

Basic Information of Priority Target Area (Sub-Program)

1. Country:
Federal Democratic Republic of Nepal
2. Priority Target (Sub-Program) Area:
Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement
3. Operating Committee:
Ministry of Finance, Ministry of Federal Affairs and General Administration, Embassy of Japan in Nepal, and JICA Nepal Office

Itemized Table1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Priority Target (Sub-Program) Area:
Social and economic infrastructure and mechanism development which directly lead to economic growth and the national livelihoods improvement
2. Component:
Infrastructure Development
3. Managing Organization:
International Economic Cooperation Coordination Division (IECCD) of Ministry of Finance
4. Target Organizations: All ministries and agencies

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

Nepal ranks 130th out of 190 countries in the global country ranking of infrastructure (Systematic Country Diagnosis 2018 World Bank) and is positioned at the bottom within the region. In Nepal, transportation of goods and mobility of people highly depend on roads, nevertheless the road conditions are very poor, often cut off due to natural disasters, and roads and bridges are not properly maintained in the rural areas, leaving a huge negative impact on the country's economy.

As for the electricity sector, due to shortage of power plants there is not enough electricity generated to cover the basic power consumption. Although the situation is being improved, electricity shortage is not only a hindrance to the country's industrial and economic development, but also it directly affects the living standard of the people.

Also, as for the urban environment, due to the increase of population in the urban area, water supply service is worsening year by year. Hence, improvement of water and sewage projects is an issue that needs to be addressed.

With these background factors, the area of infrastructure needs improvement not only on the technical side but also in training of personnel who will be planning infrastructure policies.

JDS Program will support the human resource development for the improvement of the policy planning abilities of the administrative officers who will be in charge of the priority issues of infrastructure policy expressed in the National Development Plan in the areas such as energy (hydro-energy and alternative energy), infrastructure and transportation (roads, air transportation, railway and other transportation logistics), transportation management, building, housing and urban development, reconstruction, etc.

JDS Program will complement the “Transportation Infrastructure Development Program” implemented by JICA and help train and improve the capacity of administrative officers who can fulfil the needs for expansion and development of an industrial structure which is adaptable to diversifying economic structure.

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

The government of Japan identifies “Social and economic infrastructure and mechanism development which directly leads to economic growth and the national livelihoods improvement” and “Governance enhancement and basic framework development for democracy” as target areas for cooperation in its “Country Development Cooperation Policy for Federal Democratic Republic of Nepal” (September 2016) and provides assistance accordingly.

JICA supports human resource development of the government of Nepal to enable its officials to formulate and implement effective national development policies through “Transport Infrastructure Development Program”, “Reliable Power Supply Capacity Improvement Program”, “Urban Environment Improvement Program”, “Private Sector Development Program”, “Democratization Process Support Program” and “Government Administrative Capability Enhancement Program” as planned in “Rolling Plan for Federal Democratic Republic of Nepal” (April 2018)

<Related JICA Project>

Development Study:

- Kathmandu Valley Urban Transport Improvement Project

Technical Cooperation Project:

- Project for the Operation and Maintenance of Sindhuli Road Phase 2
- Project for the Development of a Spare Parts Management Center and En-route Radar Control Services
- Project for Capacity Improvement Aircraft Safety Equipment Operation Maintenance
- Project for Strengthening Water Supply Phase2
- Project on Capacity Development of KUKL to Improve Overall Water Supply Service in Kathmandu Valley

Grant Aid:

- Project for Aircraft safety Equipment for Major Airports
- Project for Improvement of Small Scale Coal Power Plants in Western Region

Loan Project:

- Nagdhunga Tunnel Construction Project
- Tafuna Hydropower Plan Project
- Project for Improvement of Water Supply in Pokhara
- Melamchi Water Supply Project

Precatory Study:

- Precatory Study for the Rehabilitation of Sindhuli Road Affected by Earthquake

Master Plan Study:

- Project for the Nationwide Master Plan Study on Storage-Type Hydroelectric Power Development in Nepal

Multi Donners:

- Pro-poor Urban Regeneration Pilot

SATREPS:

- Project for Hydro-microbiological Approach for Water Security in Kathmandu Valley, Nepal

Though Japanese NGOs:

- Grant Aid Assistance though Japanese NGOs in Urban Environmental Improvement

Expert:

- Road Planning and Road Maintenance Advisor
- Coal power Advisor
- Water Policy Advisor
- Water Sanitation Program Advisor

2. Cooperation Framework

(1) Project Objective

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(2) Project Design

1) Overall Goal

To improve the policy-making capacity of the government office of Nepal through human resource development under the JDS program.

2) Project Objectives

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(3) Project Indicators

- 1) Number of JDS fellows who obtain a master's degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/project.
- 3) Establishment of human network between Nepal and Japan.

(4) Number of JDS Participants and Accepting Universities

- Saitama University, International Graduate Program on Civil and Environmental Engineering
2 fellows / year, Total 8 fellows/4years

(5) Activity

<Saitama University, International Graduate Program on Civil and Environmental Engineering>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
Support before initiating study in Japan	<ul style="list-style-type: none"> • To support the student before initiating their study in Japan, guidance and advice according to individual needs will be provided by electronic mail.
2) Study in Japan	
Acquirement of wide range of academic knowledge of civil engineering	<ul style="list-style-type: none"> • The curriculum includes, a wide range of subjects necessary to construct a sustainable and secure society in harmony with the environment (ground environment, water environment, environment and society, environmental vibration, acoustics, etc.), special subjects indispensable for the development of national infrastructure (structural engineering, concrete engineering, geotechnical engineering, vibration studies), special subjects indispensable for transportation infrastructure (transportation system, landscape), special subjects indispensable to master prediction against natural disasters and infrastructural countermeasures (seismology, seismic engineering, vibrational / wave motion analysis, geotechnical earthquake engineering, nonlinear structural analysis, hydrosphere numerical analysis), construction management for social infrastructure management, and project based subjects (numerical analysis, bridge design, actual simulation of structural vibration), and active learning subjects (international communication, advanced internship), and gives opportunity to learn the wide range of the academic system of civil engineering.
Improvement of practical knowledge	<ul style="list-style-type: none"> • Through the special program, taking advantage of being situated in the metropolitan area, internship arrangements can be made with companies and governmental organizations which are involved in infrastructure (survey, planning, design and maintenance) of roads and bridges. • Students are offered to go on field trips to the actual construction sites.
Achievement of substantial study results	<ul style="list-style-type: none"> • Main advisory professor will be assigned by focusing on the study theme of students. After the detailed discussions, the study theme will be determined. • A Japanese student from the science and engineering master's program will be assigned as a tutor and provide assistance, from daily matters to helping with class studies. • On the first year, students will concentrate on the lectures while continuing their research with the guidance of the supervisory professor. After the first year, students will have an intermediary presentation of thesis which must be approved. In the second year, students will concentrate on the thesis and are required to participate in the final presentation in front of the judging committee.
3) Post-study period	
Follow-up activities	<ul style="list-style-type: none"> • After returning to the home country, strengthening the human / technical / information network between the graduates and the university will be expected.

(6)-1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program implemented by the accepting universities before, during and after studying in Japan (e.g. preparatory orientation including local activities, special lectures and workshops, follow-up activities after returning to a home country)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during stay in Japan (e.g. monitoring, various daily expenses, etc.)

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

1 batch: 2 fellows × 4 years = 8 fellows

<Breakdown>

Saitama University

- From the year 2020 (Until 2022): 2 fellows
- From the year 2021 (Until 2023): 2 fellows
- From the year 2022 (Until 2024): 2 fellows
- From the year 2023 (Until 2025): 2 fellows

(7) Inputs from the Nepali Side

- 1) Dispatch of JDS fellows
- 2) Follow-up activities (e.g. providing opportunities for returned JDS fellows at their organizations / other target organizations to share/disseminate the knowledge they acquired in Japan)
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

- 1) Job Experience, etc.
 - More than 3 years job experience in the field related to the applied component
- 2) Others
 - Citizens of Nepal
 - A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
 - Age between 25 and 40 years old as of 1st April of the year commencing the study
 - Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
 - Sufficient English language ability to pursue a master's degree
 - A person who does not have a master's degree from foreign country with the scholarship of other donors. / A person who will not apply for other foreign scholarships.
 - A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
 - A person of sound body and mind
 - A person currently not serving in the military

2-1. Development of Human Resource and Administrative Capacity of Civil Servants

The Project for Human Resource Development Scholarship (JDS) for Nepal

Basic Plan for the Priority Target Area

Basic Information of Priority Target Area (Sub-Program)

- 1. Country:
Federal Democratic Republic of Nepal
- 2. Priority Target (Sub-Program) Area:
Governance enhancement and basic framework development for democracy
- 3. Operating Committee:
Ministry of Finance, Ministry of Federal Affairs and General Administration, Embassy of Japan in Nepal, and JICA Nepal Office

Itemized Table1

1. Outline of Sub-Program / Component

(1) Basic Information

- 1. Priority Target (Sub-Program) Area:
Governance enhancement and basic framework development for democracy
- 2. Component:
Development of Human Resource and Administrative Capacity of Civil Servants
- 3. Managing Organization:
International Economic Cooperation Coordination Division (IECCD) of Ministry of Finance
- 4. Target Organizations: All ministries and agencies

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

A new constitution was adopted in Nepal in September 2015 and a federal system consisting of three divisions - federal, provincial and local was introduced to the country. Local elections were held in 2017 for the first time in 20 years, along with provincial level elections and legislative elections. Now, although still transitional, the new administrative system is gradually being introduced into the country.

The JDS Program will provide support for the human resource development for the improvement of the policy planning abilities of the administrative officers who will be involved with the priority issues of administration policy expressed in the National Development Plan, such as the federal system and autonomy of the local government (establishment, administration and activities of the provincial and local governments, autonomy of the local government and its service delivery, regional development, etc.), peace and reconstruction, government reform (transition from the current administrative mechanism to the three-tier governance approach, providing access to information for the citizens, improvement of productivity and credibility of public servants) .

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

The government of Japan identifies “Social and economic infrastructure and mechanism development which directly leads to economic growth and the national livelihoods improvement” and “Governance enhancement and basic framework development for democracy” as target areas for cooperation in its “Country Development Cooperation Policy for Federal Democratic Republic of Nepal” (September 2016) and provides assistance accordingly.

JICA supports human resource development of the government of Nepal to enable its officials to formulate and implement effective national development policies through “Transport Infrastructure Development Program”, “Reliable Power Supply Capacity Improvement Program”, “Urban Environment Improvement Program”, “Private Sector Development Program”, “Democratization Process Support Program” and “Government Administrative Capability Enhancement Program” as planned in “Rolling Plan for Federal Democratic Republic of Nepal” (April 2018)

In the target component of sub-program “Development of Human Resource and Administrative Capacity of Civil Servants” of the Phase I of the JDS Program for Nepal, three universities have accepted 18 students from 2015 to 2018.

<Related JICA Project>

Technical Cooperation Project:

- Project for Improving Local Governance Training through Capacity Enhancement on Research and Analysis
- Project on Capacity Development for the implementation of Economic Census 2018 in Nepal" to conduct the first ever Economic Census of Nepal

Grant Aid:

- Project for Human Resource Development Scholarship

Multi Donners Project

- Project for the Enhancement of Decent Work in Global Supply Chains in Asian Region

Expert:

- Public Policy Advisor

2. Cooperation Framework

(1) Project Objective

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(2) Project Design

1) Overall Goal

To improve the policy-making capacity of the government office of Nepal through human resource development under the JDS program.

2) Project Objectives

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(3) Project Indicators

- 1) Number of JDS fellows who obtain a master's degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/project.
- 3) Establishment of human network between Nepal and Japan.

(4) Number of JDS Participants and Accepting Universities

- International University of Japan (IUJ) , Graduate School of International Relations, Public Management and Policy Analysis Program (PMPP)
2 fellows / year, Total 8 fellows/4years
- Meiji University, Graduate School of Governance Studies (English Degree Track)
2 fellows / year, Total 8 fellows/4years
- Yamaguchi University, Graduate School of Economics/ Public Administration Course
2 fellows / year, Total 8 fellows/4years

(5) Activity

<International University of Japan (IUI), Graduate School of International Relations, Public Management and Policy Analysis Program (PMPP)>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
Improvement of basic academic skill before initiating study in Japan	<ul style="list-style-type: none"> • Through the special program scheme, JDS fellow students will take preliminary courses such as basic mathematics, basic statistics before departure or after their arrival in Japan
2) Study in Japan	
Acquirement of administrative management skills and political analysis techniques	<ul style="list-style-type: none"> • From the required subjects, the students will learn the basic principles of securing social equality and the importance of readiness and transparency for a democratic and effective public administration. • And from the elective subjects, the students will master the leading-edge administrative management skills such as information technology, experimental methods and collaborative governance. It is also possible to opt for courses in economics offered by the International Development Program (IDP), such as cost benefit analysis and panel data analysis. • To further develop their expertise, the students will receive individual guidance from each professor who belong to the Program when preparing their master's thesis or research paper.
Improvement of thesis/report writing skills	<ul style="list-style-type: none"> • The students are expected to write a master's thesis or a research paper on priority issues regarding public policy or public management where they are expected to present research questions with clear geographical and time range and offer its solutions. • In the process of writing the master's thesis or research paper, the students are expected to participate in the research orientation seminar to receive guidance from the advisory professor. At the end of the last term, an oral examination will be held and the contents of the thesis or research paper will be evaluated.
Acquirement of practical knowledge	<ul style="list-style-type: none"> • Under the special training program, seminars and workshops will be held where renowned lecturers from other universities and foreign government agencies are invited to discuss case studies and examples of policy implementation. • The University's video facilities will enable us to hold satellite video conferences and seminars with other governmental agencies. Field trips to Japanese government agencies and private companies will be organized.
3) Post-study period	
Follow-up activity	<ul style="list-style-type: none"> • Through the special program scheme, continuous improvement of knowledge, comprehensive ability and skills for the graduated fellows will be facilitated through the follow-up activities. By organizing the joint seminar among the JDS graduated fellows, present fellows and future fellows, mutual understanding of knowledge and experience, and a stronger network will be built.

<Meiji University, Graduate School of Governance Studies (English Track Program)>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
-	-
2) Study in Japan	
Acquirement of broader knowledge and vision, discernment and building advanced analytical and assessment skills.	<ul style="list-style-type: none"> • Through public policy studies, create policies based on gathered information and analysis of the current policy issues within the country and abroad, and pursue knowledge and skills for policy implementation and policy evaluation to assure its effectiveness. • The students will analyze the development issues of Nepal systematically from global and historical points of view, while cultivating their policy planning capacity, learn the concept of efficient, fair and transparent administrative management system from the examples of the Japanese public service system and capacity training system. • Field works and case studies will be prioritized to gain practical knowledge from their experiences in Japan. The students will also learn about professional ethics of the public servants and about anti-corruption measures of Japan.
Deepening knowledge of specialized field and improvement of analytical skills	<ul style="list-style-type: none"> • The target area is global while at the same time local, and with “public policy”, “international development policy” and “community management” at the core, the students will study the subjects that are important and of urgent themes directly linked to the challenges that the world is facing, such as decentralization, good governance, civic participation, sustainable development, regional development, elimination of poverty, urbanization and risk management. • The students are to select one of the three programs suitable for the objective. In the “public policy program”, the students will learn the subject based on the process of public policy-making, from identification of agenda, planning, implementation and evaluation. The “international development policy program” is structured around the academic fields of international economy and the environment. The students will study global issues such as sustainable development and poverty issues from numerous aspects of the social system. In the “community management program”, the students will perceive global issues on a more local, community-based perspective and learn the process of how to formulate, implement and evaluate policies in order to resolve the problem.
Acquirement of practical knowledge and skills	<ul style="list-style-type: none"> • The special program offers workshops with their original English thesis writing and thesis analysis methods, a course to assist in thesis writing, courses on social research methodology and in technical writing, special courses participated by Japanese and international researchers who are involved in the subject of the JDS fellow students and organizes joint classes of Japanese and foreign students for academic exchange, field work to visit the site of implementation of a public policy and thesis workshops.
3) Post-study period	
Follow-up activities	<ul style="list-style-type: none"> • The special program scheme will provide support for establishing networks after repatriation and a follow-up seminar will be held.

<Yamaguchi University, Graduate School of Economics/ Public Administration Course>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
Preparation towards the research study in Japan	<ul style="list-style-type: none"> Under the special program scheme, guidance for thesis writing will be organized before initiating the study in Japan.
2) Study in Japan	
Acquirement of practical knowledge	<ul style="list-style-type: none"> The curriculum is programmed to facilitate systematic and balanced learning of the principles and application of public management, analysis of individual development issue and to strengthen the capacity for resolving problems. The aim of the curriculum is to acquire necessary practical knowledge for administrative management, knowledge of economics and economic policies necessary for economic development, knowledge for effective policy planning and implementation to resolve issues and policy coordination, and financial policy knowledge necessary to secure a financial basis.
Acquirement of field knowledge and techniques	<ul style="list-style-type: none"> Under the special program scheme, activities and programs to improve the knowledge through practical cases will be organized. (It includes a visit to the central governmental agencies associated with the thesis field of the JDS fellow students, lectures, a study trip to observe cases of revitalization of provincial towns, visits to prefectural and municipal government offices to gain firsthand knowledge on regional administration, invitation of lecturers from the prefectural and municipal governments to learn about the policies of the local government, invitation of special lecturers to learn about the cases of public policies and public administration, etc.) Opportunities for strengthening the academic skills (supplementary classes for English language, the thesis checked by a native speaker, supplementary class for mathematics, intermediate presentation of the master's thesis at the home ministry in Nepal, etc.) will be provided.
3) Post-study period	
Follow-up activities	<ul style="list-style-type: none"> Follow-up trainings will be organized to ensure continuous improvement of the graduated students.

(6-1 Inputs from the Japanese Side

<ol style="list-style-type: none"> Expenses for activities of Special Program implemented by the accepting universities before, during and after studying in Japan (e.g. preparatory orientation including local activities, special lectures and workshops, follow-up activities after returning to a home country) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.) Expenses for support during stay in Japan (e.g. monitoring, various daily expenses, etc.)
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(6)-2 Input Period and the Number of JDS Participants

1 batch: 6 fellows × 4 years = 24 fellows

<Breakdown>

International University of Japan (IUJ)

From the year 2020 (Until 2022): 2 fellows

From the year 2021 (Until 2023): 2 fellows

From the year 2022 (Until 2024): 2 fellows

From the year 2023 (Until 2025): 2 fellows

Meiji University

From the year 2020 (Until 2022): 2 fellows

From the year 2021 (Until 2023): 2 fellows

From the year 2022 (Until 2024): 2 fellows

From the year 2023 (Until 2025): 2 fellows

Yamaguchi University

From the year 2020 (Until 2022): 2 fellows

From the year 2021 (Until 2023): 2 fellows

From the year 2022 (Until 2024): 2 fellows

From the year 2023 (Until 2025): 2 fellows

(7) Inputs from the Nepali Side

- 1) Dispatch of JDS fellows
- 2) Follow-up activities (e.g. providing opportunities for returned JDS fellows at their organizations / other target organizations to share/disseminate the knowledge they acquired in Japan)
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

- 1) Job Experience, etc.
 - More than 3 years job experience in the field related to the applied component
- 2) Others
 - Citizens of Nepal
 - A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
 - Age between 25 and 40 years old as of 1st April of the year commencing the study
 - Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
 - Sufficient English language ability to pursue a master's degree
 - A person who does not have a master's degree from foreign country with the scholarship of other donors. / A person who will not apply for other foreign scholarships.
 - A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
 - A person of sound body and mind
 - A person currently not serving in the military

2-2. Building of International Relations

The Project for Human Resource Development Scholarship (JDS) for Nepal
Basic Plan for the Priority Target Area

Basic Information of Priority Target Area (Sub-Program)

- 1. Country:
Federal Democratic Republic of Nepal
- 2. Priority Target (Sub-Program) Area:
Governance enhancement and basic framework development for democracy
- 3. Operating Committee:
Ministry of Finance, Ministry of Federal Affairs and General Administration, Embassy of Japan in Nepal, and JICA Nepal Office

Itemized Table1

1. Outline of Sub-Program / Component

(1) Basic Information

- 1. Priority Target (Sub-Program) Area:
Governance enhancement and basic framework development for democracy
- 2. Component:
Building of International Relations
- 3. Managing Organization:
International Economic Cooperation Coordination Division (IECCD) of Ministry of Finance
- 4. Target Organizations: All ministries and agencies

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

Nepal has been strongly influenced by South Asian countries and China in various aspects such as in politics, trade, industry and culture. It is essential to construct effective and strategic international relations with these countries for the stability and sustainable development of the country. It is extremely important for the stable development of Nepal to plan and implement policies which will lead to a win-win situation without leaving the country with any disadvantages.

With these background factors, there is a need for human resources development which will allow administrative officers to plan, formulate and implement effective and viable policies.

JDS Program will support human resource development for the improvement of the policy planning abilities of the administrative officers who will respond to the priority issues of building international relations expressed in the National Development Plan, such as expansion of export through the diplomatic mechanism, promotion of foreign direct investment and technology, development of tourism, promotion of systematization of employment in foreign countries and resolving issues in attracting foreign direct investment through mutual dependence within the region.

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

The government of Japan identifies “Social and economic infrastructure and mechanism development which directly leads to economic growth and the national livelihoods improvement” and “Governance enhancement and basic framework development for democracy” as target areas for cooperation in its “Country Development Cooperation Policy for Federal Democratic Republic of Nepal” (September 2016) and provides assistance accordingly.

JICA supports human resource development of the government of Nepal to enable its officials to formulate and implement effective national development policies through “Transport Infrastructure Development Program”, “Reliable Power Supply Capacity Improvement Program”, “Urban Environment Improvement Program”, “Private Sector Development Program”, “Democratization Process Support Program” and “Government Administrative Capability Enhancement Program” as planned in “Rolling Plan for Federal Democratic Republic of Nepal” (April 2018)

In the target component of sub-program “Building of International Relations” of the Phase I of the JDS Program for Nepal, one university has accepted 9 students from 2015 to 2018.

<Related JICA Project>

Grant Aid:

- Project for Human Resource Development Scholarship

Expert:

- Foreign Investment Advisor
- Public Policy Implementation Enhancement Advisor
- Legal and Judicial System Advisor

2. Cooperation Framework

(1) Project Objective

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(2) Project Design

1) Overall Goal

To improve the policy-making capacity of the government office of Nepal through human resource development under the JDS program.

2) Project Objectives

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(3) Project Indicators

- 1) Number of JDS fellows who obtain a master's degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/project.
- 3) Establishment of human network between Nepal and Japan.

(4) Number of JDS Participants and Accepting Universities

- Ritsumeikan University, Graduate School of International Relations, Global Cooperation Program (GCP)
2 fellows / year, Total 8 fellows / 4years

(5) Activity

<Ritsumeikan University, Graduate School of International Relations, Global Cooperation Program (GCP)>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
Preparation for the research after initiating study in Japan	<ul style="list-style-type: none"> • Prior to arrival in Japan, the student will be in contact with the advisory professor through emails regarding their research subject in order to be able to start their life and study smoothly in Japan. • Recommended textbooks on international relations will be introduced for preparatory study.
2) Study in Japan	
Improve planning ability for policy making and action plan	<ul style="list-style-type: none"> • JDS fellows will improve their policy-making capacity to establish multidimensional security measures and diplomatic relations by studying international political theory, Japan and Asian diplomatic policy , international law, and international organization theory. • JDS fellows will cultivate their capability of policy making by studying constitution, irenology, economics, social development policy, organizational theory of public institution, and democratization and construction of political system of the ASEAN countries. • JDS fellows will acquire necessary knowledge for formulating the economic and industrial development policies by studying subjects such as international trade, investment theory, development finance, development strategy, and environmental policy . • JDS fellows will have better understanding about the importance of maintenance of peace and democratic system, and division of role between the market and the government by studying the latest trend of regional economic integration and liberalization. • Through successive studies leading to a master’s thesis, JDS fellows will improve their ability for identifying development issues, in problem analysis and their ability to present policies in order to resolve the issues.
Improvement of expertise and analysis and evaluation skills	<ul style="list-style-type: none"> • JDS fellows will deepen their knowledge in various specialized areas by studying theories related to the basis of international relations. • JDS fellows will acquire the knowledge related to peace building and establishment of democracy through the courses of social statistics and comparative politics in Asia. • JDS fellows will improve their knowledge and administrative capacity related to security and foreign policy through practical training by the professionals who have worked for international organizations and the Ministry of Foreign Affairs. • JDS fellows will acquire the knowledge about empirical analysis and evaluation through the courses related to development .
Improvement of practical knowledge	<ul style="list-style-type: none"> • Provide opportunities to learn and understand about public administration of Japan. • JDS fellows will participate in a course related to the way of decision making in the project, and in statistics to enhance the knowledge of practical public policy planning skills. • JDS fellows will take the training course to improve the ability to write their thesis in academic English.
3) Post-study period	
Follow-up activities	<ul style="list-style-type: none"> • Provide opportunities to receive follow-up from professor to maintain their specialized knowledge acquired during their study.

(6)-1 Inputs from the Japanese Side

- 1) Expenses for activities of Special Program implemented by the accepting universities before, during and after studying in Japan (e.g. preparatory orientation including local activities, special lectures and workshops, follow-up activities after returning to a home country)
- 2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)
- 3) Expenses for support during stay in Japan (e.g. monitoring, various daily expenses, etc.)

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

1 batch: 2 fellows × 4 years = 8 fellows

<Breakdown>

Ritsumeikan University

From the year 2020 (Until 2022): 2 fellows

From the year 2021 (Until 2023): 2 fellows

From the year 2022 (Until 2024): 2 fellows

From the year 2023 (Until 2025): 2 fellows

(7) Inputs from the Nepali Side

- 1) Dispatch of JDS fellows
- 2) Follow-up activities (e.g. providing opportunities for returned JDS fellows at their organizations / other target organizations to share/disseminate the knowledge they acquired in Japan)
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

- 1) Job Experience, etc.
 - More than 3 years job experience in the field related to the applied component
- 2) Others
 - Citizens of Nepal
 - A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
 - Age between 25 and 40 years old as of 1st April of the year commencing the study
 - Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
 - Sufficient English language ability to pursue a master's degree
 - A person who does not have a master's degree from foreign country with the scholarship of other donors. / A person who will not apply for other foreign scholarships.
 - A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
 - A person of sound body and mind
 - A person currently not serving in the military

2-3. Improvement of Legal and Judicial System

The Project for Human Resource Development Scholarship (JDS) for Nepal
Basic Plan for the Priority Target Area

Basic Information of Priority Target Area (Sub-Program)

- 1. Country:
Federal Democratic Republic of Nepal
- 2. Priority Target (Sub-Program) Area:
Governance enhancement and basic framework development for democracy
- 3. Operating Committee:
Ministry of Finance, Ministry of Federal Affairs and General Administration, Embassy of Japan in Nepal, and JICA Nepal Office

Itemized Table1

1. Outline of Sub-Program / Component

(1) Basic Information

- 1. Priority Target (Sub-Program) Area:
Governance Enhancement and Basic Framework Development for Democracy
- 2. Component:
Improvement of Legal and Judicial System
- 3. Managing Organization:
International Economic Cooperation Coordination Division (IECCD) of Ministry of Finance
- 4. Target Organizations: All ministries and agencies

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

In Nepal, a new constitution was established in September 2015. To ensure the implementation of the new constitution and to make a stable transition to becoming a democratic nation, is a prerequisite to promote economic development.

As for the transition to the three-tier federal system (federal, provincial and local), the judicial administration will be transferred to the local level, but several concerns have been raised, starting with infrastructure such as lack of buildings necessary for judicial administration, need for an alternative conflict resolution methodology and ways to tackle increasing crime rate.

JDS Program will support the human resource development for the improvement of the policy planning abilities of the administrative officers who will respond to the priority issues of the judicial area expressed in the National Development Plan, such as modernization of judicial administration through judicial process reform, access to the judicial system by simplification/fairness/promptness of the judicial process, promotion of judicial administration based on the judicial control by people and protection of human rights and democracy, alternative method for resolving disputes including potential conflict, reconstruction of judicial system towards the local level judicial structure oriented by the constitution, etc.

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

The government of Japan identifies “Social and economic infrastructure and mechanism development which directly leads to economic growth and the national livelihoods improvement” and “Governance enhancement and basic framework development for democracy” as target areas for cooperation in its “Country Development Cooperation Policy for Federal Democratic Republic of Nepal” (September 2016) and provides assistance accordingly.

JICA supports human resource development of the government of Nepal to enable its officials to formulate and implement effective national development policies through “Transport Infrastructure Development Program”, “Reliable Power Supply Capacity Improvement Program”, “Urban Environment Improvement Program”, “Private Sector Development Program”, “Democratization Process Support Program” and “Government Administrative Capability Enhancement Program” as planned in “Rolling Plan for Federal Democratic Republic of Nepal” (April 2018)

In the target component of sub-program “Improvement of Legal and Judicial System” of the Phase I of the JDS Program for Nepal, one university have accepted 6 students from 2015 to 2018.

<Related JICA Project>

Technical Cooperation:

- Project

Strengthening Community Mediation Capacity for Peaceful and Harmonious Society Project Phase 2

- Project for strengthening the capacity of Court for Expeditious and Reliable Dispute Settlement (SCC Project)

Grant Aid:

- Project for Human Resource Development Scholarship

Expert:

- Foreign Investment Advisor
- Public Policy Implementation Enhancement Advisor
- Legal and Judicial System Advisor

2. Cooperation Framework

(1) Project Objective

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(2) Project Design

1) Overall Goal

To improve the policy-making capacity of the government office of Nepal through human resource development under the JDS program.

2) Project Objectives

The project objective is to strengthen the Nepalese government's administrative capacity through providing opportunities to the young government officials who are expected to play leadership roles and to contribute to the socio-economic development of the country by obtaining master's degrees/doctoral degrees in universities in Japan. The project also aims to create a human network, which will strengthen the bilateral relationship/partnership between Nepal and Japan.

(3) Project Indicators

- 1) Number of JDS fellows who obtain a master's degree/doctoral degree
- 2) Improvement of capabilities in analysis, policy planning, management and implementation of program/project.
- 3) Establishment of human network between Nepal and Japan.

(4) Number of JDS Participants and Accepting Universities

- Kyushu University, Graduate School of Law, LL.M Program in Law
2 fellows / year, Total 8 fellows / 4years

(5) Activity

<Kyushu University, Graduate School of Law, LL.M. Program in Law>

Objective	Contents and means to achieve the objective
1) Prior to arrival in Japan	
Pre-arrival Training before the Start of Study in Japan	<ul style="list-style-type: none"> Under the <i>Special Program</i> scheme, long-distance supervisions will be provided to all JDS students via electronic mails and/or SKYPE to clarify their research plans before the semester officially starts.
2) During the Study in Japan	
Acquisition of Advanced Knowledge	<ul style="list-style-type: none"> Acquiring the most advanced knowledge on each research topic, especially from the experience of Japan and other <i>developed</i> countries, as well as international rules and standards.
Joint Design and Implementation of the Research between Students and Supervisors	<ul style="list-style-type: none"> <i>Joint</i> design and implementation of research by JDS students and the University (JDS Director) together, reflecting the needs of JDS students and their offices and Ministries.
Strengthening Practical Knowledge and Skills	<ul style="list-style-type: none"> Participation in the <i>JDS Intensive Class</i> given by renowned scholars and experts as guest speakers. Participation in the <i>JDS Forum</i> which focuses on making reports, debates, and writing research papers, etc. in a comprehensive manner. Participation in the <i>JDS Special Lecture</i> given by lawyers and other practitioners. Participation in the <i>JDS Front</i> which encourages practical activities out of class, such as international and domestic conferences, moot competitions, field trips and internships, etc. English checking of thesis drafts by native speakers after submission.
3) After Graduation	
Building a Strong Network among Alumni	<ul style="list-style-type: none"> Establishing both Nepali and international networks with JDS alumnus from Nepal and the other JDS countries through efficient SNS & IT systems, workshops and some other joint activities.

(6)-1 Inputs from the Japanese Side

<ol style="list-style-type: none"> Expenses for activities of Special Program implemented by the accepting universities before, during and after studying in Japan (e.g. preparatory orientation including local activities, special lectures and workshops, follow-up activities after returning to a home country) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.) Expenses for support during stay in Japan (e.g. monitoring, various daily expenses, etc.)
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(6)-2 Input Period and the Number of JDS Participants

<p>1 batch: 2 fellows × 4 years = 8 fellows</p> <p><Breakdown></p> <p><u>Kyushu University</u></p> <p>From the year 2020 (Until 2022): 2 fellows</p> <p>From the year 2021 (Until 2023): 2 fellows</p> <p>From the year 2022 (Until 2024): 2 fellows</p> <p>From the year 2023 (Until 2025): 2 fellows</p>
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(7) Inputs from the Nepali Side

- 1) Dispatch of JDS fellows
- 2) Follow-up activities (e.g. providing opportunities for returned JDS fellows at their organizations / other target organizations to share/disseminate the knowledge they acquired in Japan)
- 3) Assignment of returned JDS fellows to appropriate position and their effective use.

(8) Qualifications

- 1) Job Experience, etc.
 - More than 3 years job experience in the field related to the applied component
- 2) Others
 - Citizens of Nepal
 - A Gazetted Officer who has at least 3 years of working experience in civil service at the time of application
 - Age between 25 and 40 years old as of 1st April of the year commencing the study
 - Holds a bachelor's degree from a university recognized by the Nepalese government or other foreign countries
 - Sufficient English language ability to pursue a master's degree
 - A person who does not have a master's degree from foreign country with the scholarship of other donors. / A person who will not apply for other foreign scholarships.
 - A person with a clear understanding of the objective of the JDS Program and a desire to contribute to the development of Nepal on return to Nepal after completing the study
 - A person of sound body and mind
 - A person currently not serving in the military

Annex 9 Other Reference Materials for the Preparatory Survey

(1) Questionnaire Sheet for the Needs Survey

Questionnaire Survey for Human Resource Development Scholarship

Name: Title: Name of Ministry: Email: Phone No.:
1. Human resource development in your Ministry
1) How many gazetted officers do you have in your ministry (including all the departments, divisions, etc. under your ministry)? In total:
2) What is the gender ratio of total gazetted officers? Male : Female = :
3) Do you have a training center? Yes/ No If yes, what is the name of training center?
4) Do you give a training to your officers? Yes/No If yes, how long is the training period? (For example, one week, one months, etc.)
5) Do you have training assisted by international organizations? Yes/No If yes, who give the assistance?
6) Do you have an opportunity for Master's degree in your human resource development training? Yes/No If yes, who give the opportunity? (Government of Nepal/ international donors: name)
7) How many gazetted officers hold Master's degree in your ministry (including all the departments, divisions, etc. under your ministry), and where have they obtained the degree? From universities in Nepal: From universities in Japan: From universities in other foreign countries:
8) How many gazetted officers are hold PhD degree in your ministry (including all the departments, divisions, etc. under your ministry), and where have they obtained the degree? From universities in Nepal: From universities in Japan: From universities in other foreign countries:

2. Target Area

- 1) What knowledge would your ministry need to strengthen?
(You can choose several answers.)

JDS Component 1-1) Economic Policy

- National Development Policy
- Micro Economics
- Financial Policy
- Tax Policy
- Econometrics
- Others, please specify ()

JDS Component 1-2) Industrial Development Policy

- Investment Environment Improvement
- Industrial Promotion Policy
- Business Environment Improvement
- Others, please specify ()

JDS Component 1-3) Infrastructure Development

- Engineering/ Development Planning (Transportation)
- Engineering / Development Planning (Energy)
- Engineering/ Development Planning (Urban Environment)
- Others, please specify ()

JDS Component 2-1) Development of Humana Resource and Administrative Capacity of Civil Servants

- Decentralization
- Local Governance
- Public Administration
- Human Resource Management
- Public Financial Management
- Labour Policy
- Others, please specify ()

JDS Component 2-2) Building of International Relations

- International Politics
- International Economics
- Foreign Policy
- Regional Integration
- Others, please specify ()

JDS Component 2-3) Improvement of Legal and Judicial System

- Civil Law
- Criminal Law
- Corporate Law
- Commercial Law
- Legal and Judicial Development for Trade and Investment
- Others, please specify ()

3. Targeted person for JDS scholarship
<p>1) Number of estimated JDS scholarship candidates in your ministry (including all the departments, divisions, etc. under your ministry) (Gazetted officer who hold Bachelor Degree, age 25-40, at least 3years working experience as a civil servant and English proficiency)</p> <p>Male:</p> <p>Female:</p>
4. Needs for the Ph.D. (Doctoral) course
<p>1) Does your ministry need Ph.D. holders?</p> <p>Yes / No</p> <p>Please specify the reason</p>
<p>2) Do you have a research division within your ministry?</p> <p>Yes / No</p> <p>If yes, what is the name and its objective?</p>
<p>3) Number of estimated JDS scholarship candidates for Ph. D in your ministry (including all the departments, divisions, etc. under your ministry) (Gazetted officer who hold Master Degree in Japan, age 25-45, at least 3years working experience as a civil servant and English proficiency)</p> <p>Male:</p> <p>Female:</p>
5. Gender and social inclusion
<p>1) What would be a barrier for female officers to apply for JDS scholarship?</p>
<p>2) What would be a suggestion to overcome the barriers?</p>

Thank you for your cooperation!

(2) Questionnaire Sheet for the Career Path Survey

Career Path Survey for Joint Secretary of the Government of Nepal

This is a survey for Preliminary Survey for the Human Resource Development Scholarship for Nepal Phase 2

*Required

1. **Your Name ***

2. **Your Position**

3. **Your Ministry ***

4. **Email ***

5. **Phone Number ***

6. **Do you have Masters degree? ***

Please mark only one.

Yes

No

7. **If the above answer is YES, did you receive your Masters degree in Nepal ?**

Please mark only one.

Yes

No

8. **If the above answer is NO, please specify the country.**

9. **What is your degree title?**

10. **Has your knowledge acquired from Masters degree been useful for your promotion?**
Please mark only one.

- Yes
 No

11. **If the above answer is YES, please specify in what way?**

12. **Do you have PhD degree? ***
Please mark only one.

- Yes
 No

13. **If the above answer is YES, did you receive your PhD degree in Nepal?**
Please mark only one.

- Yes
 No

14. **If the above answer is NO, please specify the country.**

15. **What is your degree title?**

16. **Has your knowledge acquired from Ph.D degree been useful for your promotion?**
Please mark only one.

- Yes
 No

17. **If the above answer is YES, please specify in what way?**

18. **What are the main factors for your promotion to the current position? ***
Please select all the relevant answers.

- Academic background
 Training experience
 Work experience
 Evaluation from your superior
 Relation with other persons
 Other: _____

19. Please list the name of governmental institutions where you have worked before. *

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