

**Ministry of Finance  
Republic of Ghana**

**PREPARATORY SURVEY  
ON  
THE PROJECT FOR HUMAN RESOURCE  
DEVELOPMENT SCHOLARSHIP  
IN  
GHANA**

**FINAL REPORT**

**MAY 2019**

**JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)**

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

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<b>JR</b>
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# SUMMARY

## 1. Outline of the Preparatory Survey

### (1) Background and Objectives of the Preparatory Survey

The Project for Human Resource Development Scholarship (abbreviated to “JDS” after the former title of the Japanese Grant Aid for Human Resource Development Scholarship) is a Japanese grant aid programme newly launched in FY 1999. By FY 2018, more than 4,200 fellows had been accepted from 15 Asian and African countries. The JDS Project targets young government officials, etc. and focuses on the development of human resources capable of contributing to solving the development issues faced by the target countries. The objectives of the JDS Project are that (i) the JDS fellows play a pivotal role in the planning and implementation of social and economic development plans in their own fields on their return to their own countries, making the best use of the achievements of their study in Japan and (ii) they also contribute to enhancing and broadening the foundations for friendly relations between their own countries and Japan as persons with a good understanding of Japan.

Ghana is the only African country so far targeted by the JDS Project and the acceptance of JDS fellows from Ghana started in FY 2012. As of May 2019, the Second Phase of the Programme is in progress with 10 JDS fellows being accepted each year. FY 2019 is the year for the arrival of the last fourth batch JDS fellows from Ghana in the Second Phase. It has been decided to conduct the Preparatory Survey to plan for the Third Phase of the JDS Project in Ghana for those fellows coming to Japan from 2020 onward. The Preparatory Survey Team visited Ghana and the purpose of this visit is described below.

- To explain the implementation setup and other relevant matters concerning the Third Phase of the Project to the Ghanaian side and to explain the objectives and method, etc. of the Preparatory Survey to the Government of Ghana to obtain its consent
- To discuss and agree on the framework for project implementation, including sub-programmes, components, members of the OC (Operating Committee), target organizations for recruitment, number of JDS fellows to be accepted and accepting universities

### (2) Results of the Field Survey

The field survey for the Preparatory Survey for the Third Phase of the JDS Project in Ghana was conducted from 17th to 28th November, 2018. The main survey items were the career paths of government officials and state of human resources development, scholarship programmes of other donors and relative advantages of the JDS Project, target organizations, accepting universities, etc. The acceptance plan prepared based on the field survey results was discussed with the Government of Ghana on 28th February, 2019 and agreement was reached on the contents of the Third Phase of the JDS Project in Ghana as shown in the following table.

The Project for Human Resource Development Scholarship in the Republic of Ghana (JDS Project in Ghana): Framework for Acceptance

Sub-Programme	Improvement of administrative capacities and institutional development			Revitalization of rural areas	Agriculture/ rural development	Natural resources and energy
Component	1-1 Support for strengthening capacities for administering economic policies and public financial management for Economist	1-2 Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator	1-3 Support for strengthening capacities for public administration	2-1 Improvement of basic living environment (support for strengthening capacities for implementing health policy)	3-1 Rice production and agriculture development support	4-1 Energy development support
Accepting University	Kobe University Graduate School of International Cooperation Studies (GSICS)	Nagoya University Graduate School of International Development (GSID)	Ritsumeikan University Graduate School of International Relations	Nagasaki University School of Tropical Medicine and Global Health (TMGH)	Kyushu University Graduate School of Bioresource and Bioenvironmental Sciences	Hiroshima University Graduate School for International Development and Cooperation
Number of Acceptances	8 (2 fellows/batch × 4 batches)	8 (2 fellows/batch × 4 batches)	8 (2 fellows/batch × 4 batches)	8 (2 fellows/batch × 4 batches)	8 (2 fellows/batch × 4 batches)	8 (2 fellows/batch × 4 batches)
Implementing Organization	MOF (Ministry of Finance)					
Assumed Research Fields	<ul style="list-style-type: none"> <li>Public finance management</li> <li>Economic policy</li> <li>Trade policy</li> <li>Investment policy</li> <li>Debt management</li> </ul>	<ul style="list-style-type: none"> <li>Public finance management</li> <li>Debt management</li> <li>Financial policy</li> </ul>	<ul style="list-style-type: none"> <li>Public policy</li> <li>Public administration</li> </ul>	<ul style="list-style-type: none"> <li>Maternal and child health</li> <li>Community health</li> <li>Formulation, monitoring and evaluation of health policies</li> </ul>	<ul style="list-style-type: none"> <li>Agricultural crop distribution policy</li> <li>Agricultural mechanization administration/agricultural mechanization company management</li> <li>Rice production infrastructure development and rice quality control</li> </ul>	<ul style="list-style-type: none"> <li>Policies in the resource sector</li> <li>Energy policy (oil and gas resources)</li> <li>Energy policy (electric power)</li> <li>Energy sector (electric power) - engineering</li> </ul>
OC Members	MOF; OHCS (Office of the Head of Civil Service); Embassy of Japan; JICA Ghana Office					

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<p style="text-align: center;">Target Organizations</p>	<ul style="list-style-type: none"> <li>• MOF</li> <li>• Central Bank (BOG: Bank of Ghana)</li> <li>• Other departments and agencies for Component 1-1</li> </ul>	<p>All target organizations in Component 1-1, Component 2-1, Component 3-1, and Component 4-1.</p> <ul style="list-style-type: none"> <li>• NDPC: National Development Planning Commission</li> <li>• GSS: Ghana Statistical Service</li> <li>• MFARI: Ministry of Foreign Affairs and Regional Integration</li> <li>• MOTI: Ministry of Trade and Industry</li> <li>• GIPC: Ghana Investment Promotion Centre</li> <li>• MLGRD: Ministry of Local Government and Rural Development</li> <li>• MOP: Ministry of Planning</li> <li>• OHCS</li> <li>• OHLGS: Office of the Head of the Local Government Service</li> <li>• MRT: Ministry of Roads and Highways</li> <li>• Other departments/agencies under the ministries in Component 1-2 and Component 1-3.</li> </ul>	<ul style="list-style-type: none"> <li>• MOH: Ministry of Health</li> <li>• GHS: Ghana Health Service</li> <li>• Other departments/agencies of Health</li> </ul>	<ul style="list-style-type: none"> <li>• MOFA: Ministry of Food and Agriculture</li> <li>• GIDA: Ghana Irrigation Development Authority</li> <li>• Other departments/agencies of Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• MOE: Ministry of Energy</li> <li>• GNPC: Ghana National Petroleum Corporation</li> <li>• GNGC: Ghana National Gas Company</li> <li>• VRA: Volta River Authority</li> <li>• GRIDCO: Ghana GRID Company</li> <li>• ECG: Electricity Company of Ghana</li> <li>• NEDCO: Northern Electricity Distribution Company</li> <li>• NPA: The National Petroleum Authority</li> <li>• EC: Energy Commission</li> <li>• PC: Petroleum Commission</li> <li>• BOST: Bulk Oil Storage and Transportation Company</li> <li>• MLNR: Ministry of Land and Natural Resources</li> <li>• Other departments/agencies of Energy</li> </ul>
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## 2. Examination of the Relevance of the JDS Project in Ghana

The relevance of the JDS Project in Ghana was examined from the two viewpoints of (i) status of the target sectors of the JDS Project/development issues in the development plans in Ghana and Japan's development cooperation policy for Ghana and (ii) relevance of the selected sectors.

The Long-Term National Development Plan for Ghana (2018 - 2057) calls for "Eradication of noncompliance with laws and corruption in the public sector and strengthening of institutions and morale" under the goal of "Build effective, efficient and dynamic institutions". Meanwhile, Japan's latest country assistance policy for Ghana for the year 2012 calls for "capacity development of the Government of Ghana for administrative and financial management" as one of the priority areas (secondary targets) and the JDS Project in Ghana has the status of an actual project in the "administrative and financial human resources development programme" for "the strengthening of the administrative and financial functions". The JDS Project in Ghana aims at achieving the capacity development of young government officials involved in policy planning and of the target organizations to which the said officials belong. As such, it is consistent with the higher plan of Ghana and also with a priority area for Japanese assistance and, therefore, its overall relevance is extremely high. The selection of economics, health, agriculture and energy as components of the JDS Project is judged to be appropriate as these sectors are the pillars of the national development plan of Ghana as well as priority sectors for Japanese assistance.

Based on the above, the implementation of the JDS Project in Ghana is judged to be highly relevant.

## 3. Design of the Scale of the JDS Project in Ghana

Based on the Acceptance Plan, the project cost per batch was estimated on the basis of the following assumptions.

Item		Assumptions
Estimation Conditions	Timing of Estimation	March, 2019
	Foreign Exchange Rates	US\$ 1 = ¥111.62, GH¢ 1 = ¥22.745
	Other	Cost estimation is based on the grant aid cooperation scheme of the Government of Japan.

## 4. Recommendations

### (1) Effective Recruitment and Selection Method

An effective recruitment and selection method to ensure application by promising personnel is believed to encourage individual applications. Those individuals are in the target groups for human resources development which are identified below by the Preparatory Survey.

- Personnel in the priority areas and priority directorates, etc. listed in Table-12.
- PPBME Directorate of each target organization
- Counterparts for JICA projects currently in progress

- Female officers
- Personnel of organizations, directorates, etc. which are considered to be important for Japanese stakeholders (Embassy of Japan, JICA and Japanese subsidiaries in Ghana)

Moreover, it is essential to secure a sufficient number of applicants to enable the selection of capable candidates. The number of applicants for the JDS Project in Ghana has historically exceeded the quota by more than four times for each of the four components. By component, some components have attracted many more applicants than others. The number of applicants in the economic sector is generally lower than other sectors. This is the reason why the scope of the target organizations has been widened for the economic sector along with the introduction of new components for administrative officers who are in charge of administrative matters of which the number of applications has been rather low. This approach is also considered to be an effective measure to increase the number of applications by female officers who have accounted for 10 – 20% of both the total number of applicants and total number of successful applicants so far as many females are administrative officers. Other feasible measures to increase the female ratio are a separate recruitment meeting for women, follow-up for the participants of this meeting and a request to the personnel directorate of each ministry to give recommendation priority to women.

Regarding the effective recruitment and selection, the Preparatory Survey has found that all of the scholarship programmes of other donors require on-line application. As some of the target organizations in Ghana have requested on-line application, this issue should be considered in a proactive manner. Even if on-line application is permitted, however, paper application should continue in parallel because of the rather unstable Internet connection in Ghana. Many Ghanaians do not have a PC and smart phones are a popular choice for Internet connection. Therefore, a recruitment home page for mobile connection should preferably be introduced.

From the Third Phase, one JDS fellow per batch is accepted to study for a Ph.D. At the central government level, a strong need for Ph.Ds. is identified in the economic and health sectors while the agriculture and energy sectors are cautious about introducing a Ph.D. course. Meanwhile, a Ph.D. course is generally welcomed at the agency level regardless of the sector. When there are multiple applicants for a Ph.D. course, it is preferable for the OC to select the successful applicant, taking the actual needs of the target organizations into consideration.

## (2) Follow-up and Plan of Follow-up of Alumni

The JDS Project Office in Ghana constantly monitors the situation of JDS fellows in terms of their division, title, contacts, and work contents and its activities include encouraging alumni to participate in various events, seminars and exchange meetings by providing the relevant information in collaboration with the Embassy of Japan and association of Japanese subsidiaries in Ghana. As the number of alumni steadily increases in the coming years, the JDS Project Office

in Ghana should intensify the follow-up activities for alumni from the Third Phase contacting and interacting closely such as inviting them to various events. This office should also be capable of matching whenever an enquiry is made by a Japanese public organization (Embassy of Japan and JICA, etc.) or private enterprise and also of utilising the existing human network and know-how in an all-Japan approach.

Also, the Project office in Ghana will conduct follow-up in order to measure continuously the outcome of studying in Japan by obtaining indicators for the mid- to long-term (approximately 3 years after returning to Ghana).

### (3) Other Proposals

#### 1) Enhancement of the OC Functions

The Ghanaian members of the OC have so far mainly focused on the selection process and such events as debriefing meetings on return, etc. In the coming years, however, it is hoped that the deployment of alumni to appropriate positions will be facilitated through enhancement of the functions of the OC based on a stronger commitment of the Ghanaian OC members. From the Third Phase, the Ghanaian members of the OC are reviewed and the OHCS which is the organization responsible for the personnel affairs and human resources development of civil servants is added as a new member to replace the MOH and GHS. The new OC is expected to work with the target organizations regarding the deployment of alumni to positions where the achievements of their study in Japan can be best utilised and also to ensure the selection of worthy civil servants as candidate JDS fellows for the purpose of human resources development in Ghana from an objective, fair and equal viewpoint.

#### 2) Monitoring, Welfare and Guidance

Every effort will be made to provide detailed support for the JDS fellows after their arrival in Japan so that they do not have any anxiety regarding their unfamiliar life in Japan. In some countries, there appears to be less awareness of the fact that harassment, plagiarism or cheating is an offence. It is necessary, therefore, to remind the JDS fellows through the pre-departure and post-arrival orientation of the criminality of these acts.

#### 3) Pre Departure Orientation, Post Arrival Orientation, and Value Added Activities for the JDS Project

To differentiate from other scholarship programmes and to create added value for the JDS Project, the following activities are planned as they have been requested during interviews with JDS fellows currently studying in Japan and alumni.

### Development of Added Value Activities for the JDS Project (Provisional)

Event	Timing (Provisional)	Description
Friend of Japan and Leadership Development Training	Post-arrival orientation; pre-return to Ghana, etc.	Experiences unique to Japan will be encouraged along with the learning of Kaizen which has assisted the development of Japan so that JDS fellows can develop the leadership abilities required of government officials to contribute to the solving of the problems faced by Ghana.
Japanese training	Pre departure orientation, post-arrival orientation	Fellows will learn basic Japanese to spend everyday life in Japan with least problem to facilitate communication with as many Japanese people as possible.
Networking with people concerned with Japan Opportunity Events	During the long holiday period, etc. for JDS fellows studying in Japan	Activities to create a network (personal relationships) with Japanese stakeholders will be conducted. JDS fellows will experience various events before and after going to Japan to develop a basis for their becoming friends of Japan. JDS fellows will participate in domestic training relating to their own research fields to understand the current situation in these fields in Japan.

One effective idea is the introduction of training on Kaizen to teach JDS fellows Kaizen techniques which will help them to solve the problems faced by their own organizations. The learning of these techniques by the JDS fellows studying in Japan is expected to improve the efficiency of their places of work with less wasteful time and also the quality of their work. Such positive effects will lead to a change of the way of thinking of administrative organizations, contributing to the sharing and solving of the problems faced by these organizations.

Training on PDM will be provided prior to return to Ghana to teach the JDS fellows how to analyse and solve problems. The process of thinking which is gained through the problem analysis, means-ends analysis, establishment of indicators to measure the level of achievement and the preparation of a PDM (Project Design Matrix) in this training can be directly and indirectly applied to research work at a university. Moreover, in the pre-return training, each JDS fellow will be asked to prepare an action plan to state how to utilise the expert knowledge and skills acquired during his/her study in Japan to solve the problems in Ghana, taking the resources available to his/her position and work environment on return to Ghana into consideration. The preparation of an action plan will make it possible that the outcomes of the study in Japan will be steadily steered to solve the problems in Ghana. Moreover, regular monitoring of the state of achievement of the indicators, etc. will enable measurement of the effects of the JDS Project.

The additional opportunity for JDS fellows to learn basic Japanese language during the post-arrival orientation should enable them to develop a strong affinity towards Japan and also create a network with many Japanese people.



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## LIST OF ABBREVIATIONS

Abbreviation	English
AA	Agent Agreement
AfDB	African Development Bank
BOG	Bank of Ghana
BOST	Bulk Oil Storage and Transportation Company
CARD	Coalition for African Rice Development
CBT	Competency Based Training
CHAG	Christian Health Association of Ghana
CIAT	Capacity Improvement & Advancement for Tomorrow
DCS	Directorate of Crop Services
DFID	UK Department for International Development
EC	Energy Commission
ECG	Electricity Company of Ghana
E/N	Exchange of Notes
EU	European Union
G/A	Grant Agreement
GDP	Gross Domestic Product
GET Fund	Ghana Education Trust Fund
GHS	Ghana Health Service
GIDA	Ghana Irrigation Development Authority
GIFMIS	Ghana Integrated Financial Management Information System
GIMPA	the Ghana Institute of Management and Public Administration
GIPC	Ghana Investment Promotion Center
GNGC	Ghana National Gas Company
GNPC	Ghana National Petroleum Corporation
GRIDCO	Ghana Grid Company
GSS	Ghana Statistical Service
HIV	Human Immunodeficiency Virus
IMF	International Monetary Fund
JDS	The Project for Human Resource Development Scholarship
JOCV	Japan Overseas Cooperation Volunteers
KOFIH	Korea Foundation for International Healthcare
KOICA	Korea International Cooperation Agency
M/D	Minutes of Discussion
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MFARI	Ministry of Foreign Affairs and Regional Integration
MLGRD	Ministry of Local Government and Rural Development
MLNR	Ministry of Land and Natural Resources
MOE	Ministry of Energy
MOF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MOFCOM	Ministry of Commerce Scholarship China
MOGCSP	Ministry of Gender, Children and Social Protection
MOH	Ministry of Health

Abbreviation	English
MOP	Ministry of Planning
MOTI	Ministry of Trade and Industry
MRT	Ministry of Roads and Highways
MWCA	Ministry of Women and Children's Affairs
NBSSI	National Board for Small Scale Industries
NDC	National Democratic Congress
NDPC	National Development and Planning Commission
NDPI	National Development and Productive Institute
NEDCO	Northern Electricity Distribution Company
NPA	The National Petroleum Authority
NPP	New Patriotic Party
OC	Operating Committee
OECD	Organization for Economic Co-operation and Development
OHCS	Office of the Head of Civil Service
OHLGS	Office of the Head of the Local Government Service
OM	Operation Manual
PC	Petroleum Commission
PCM	Project Cycle Management
PPBME	Policy Planning, Budgeting, Monitoring, and Evaluation Unit
PPME	Policy Planning, Monitoring, and Evaluation Unit
SDGs	Sustainable Development Goals
SMTDP	Sector Medium-Term Development Plan 2017-2021
SOS	scheme of service
TICAD	Tokyo International Conference on African Development
UHC	Universal Health Coverage
VRA	Volta River Authority
WHO	World Health Organization
WIAD	Women in Agricultural Development Directorate

# CHAPTER 1 BACKGROUND AND HISTORY OF THE JDS PROJECT

## 1.1 Current Situation and Pending Issues of the JDS Project

The Project for Human Resource Development Scholarship (abbreviated to “JDS” after the former title of the Japanese Grant Aid for Human Resource Development Scholarship) is a Japanese grant aid programme newly launched in FY 1999 to accept foreign students under the plan of the Government of Japan to accept 100,000 foreign students. By FY 2018, more than 4,200 international students had been accepted from 15 Asian and African countries. Unlike conventional scholarship programmes, such as government financed or sponsored foreign student programmes aimed at assisting the study of individual foreign students in Japan, the JDS Project targets young government officials, etc. and focuses on the development of human resources capable of contributing to solving the development issues faced by the target countries. The objectives of the JDS Project are that (i) the JDS fellows play a pivotal role in the planning and implementation of social and economic development plans in their own fields on their return to their own countries, making the best use of the achievements of their study in Japan and (ii) they also contribute to enhancing and broadening the foundations for friendly relations between their own countries and Japan as persons with a good understanding of Japan.<sup>1</sup>

## 1.2 Background and History of the Requested Japanese Assistance

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

Ghana has enjoyed political as well as social stability in recent years and is highly rated by the international community as a driving force for democracy in West Africa. Since 2010, it has maintained a high economic growth rate following the commencement of crude oil production, etc. but still faces many problems, such as a regional gap and insufficient infrastructure development as well as inadequate public services, etc. The solving of these problems is essential for the stable socioeconomic development of the country.<sup>2</sup>

Japan’s country assistance policy for Ghana announced in 2012 calls for “the promotion of dynamic economic growth that widely benefits the people” as its primary target while listing “agriculture (rice cultivation)”, “economic infrastructure (electricity and transport)”, “health and science/ mathematics education” and “capacity development of GoG for administrative and financial management” as priority areas (secondary targets). Against this background, the JDS Project in Ghana has the status of an actual project in the “administrative and financial human resources development programme” for “the strengthening of the administrative and financial functions”. In Ghana, both the ability of the staff members and institutional setup of government organizations handling development issues are generally insufficient. The development of

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<sup>1</sup> JICA ([http://www.jica.go.jp/activities/schemes/grant\\_aid/summary/JDS.html](http://www.jica.go.jp/activities/schemes/grant_aid/summary/JDS.html))

<sup>2</sup> JICA (<http://www.jica.go.jp/ghana/>)

administrative officials, etc. who play a central role is therefore hoped for in all priority fields for aid to enhance the administrative ability and to develop a suitable system.

Under these circumstances, the acceptance of JDS fellows from Ghana, the first African country to benefit from this programme, commenced in FY 2012 at a rate of five fellows a year in two fields. From FY 2015, a further five fellows a year in two additional fields have been added as the follow-up of TICAD V (Tokyo International Conference on African Development V) conducted in 2013, totaling 10 fellows in four fields a year. At present, the Second Phase of the Project for Ghana is in progress and 55 fellows have arrived in Japan of which 35 have completed their respective courses, successfully obtaining their degree. This Preparatory Survey aims at formulating the framework for four batches in the Third Phase which will commence the acceptance of JDS fellows from Ghana from 2020.

## (2) Political and Economic Situation of Ghana

In the 25 year period from independence in 1957 to the start of the Rawlings Administration in 1981, Ghana experienced frequent changes of the government, including four military coup d'états. However, the 1990's saw the advancement of democratisation and Ghana enjoyed a long-term political stability under the leadership of President Rawlings. Because of the constitutional ban on the president running for a third term, Rawlings did not run in the presidential election in December 2000. John Kufuor of the opposition New Patriotic Party (NPP) won this election and formally took office in January the following year. This was hailed as a peaceful change of the administration between the party in power and an opposition party through an election for the first time in Ghana's history. In 2008, John Atta Mills of the National Democratic Congress (NDC) won the presidential election. Following his death in July 2012, Vice-President John Dramani Mahama became president in accordance with the Constitution and he subsequently won the December, 2012 presidential election. In the December 2016 presidential election, Nana Addo Dankwa Akufo-Addo of the NPP (former Foreign Minister) defeated President Mahama leading to a peaceful change of the government.

Ghana's economy is typically dependent on primary products of agriculture and mining, including gold. While crude oil and cacao beans top the list of major export goods, they are liable to price fluctuations of the international market and local weather conditions. As the principal industry, agriculture accounts for some 20% of the GDP and some 50% of employment. With structural adjustment guided by the World Bank, Ghana maintained an annual GDP growth rate of an average of 5% from the late 1980's but its economy worsened in the 1990's due to the sluggish international prices of gold and cacao and a price hike of imported crude oil, etc.<sup>3</sup> The commercial production of crude oil started in December, 2010, pushing up the annual economic growth rate, thanks to oil revenue, to 15% in 2011. This growth rate dropped in 2014 and 2015

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<sup>3</sup> Ministry of Foreign Affairs (<http://www.mofa.go.jp/area/ghana/data.html#section2>)

because of the fall of the crude oil price. Nevertheless, the continual growth of oil production helped the annual economic growth rate to reach 8.5% in 2017, recording the second fastest economic growth rate in Africa after Ethiopia. The efforts of the Akufo-Addo Administration to reconstruct public finance resulted in shrinking of the fiscal deficit from 9.3% in 2016 to 6% in 2017. The forecast growth rate of the real GDP in 2018 is 6.5% and similar annual growth is expected to continue until 2020.<sup>4</sup>

Table-1 Major Economic Indicators for Ghana in Recent Years

Indicator		2013	2014	2015	2016	2017
GDP	Total (US\$ million)	63,277	53,601	49,181	55,009	58,996
	Per Capita (US\$)	2,401	1,987	1,783	1,950	2,046
Real GDP Growth Rate (%)		7.3	2.9	2.2	3.4	8.1
Annual Inflation (annual average %)		11.7	15.5	17.2	17.5	12.4
Outstanding Foreign Debt (US\$ million)		16.638	18.37	20.633	21.371	22.022
Trade	Exports (US\$ million)	16.344	15.448	15.718	17.537	20.801
	Imports (US\$ million)	22.69	19.484	21.457	20.616	22.649
Fiscal Deficit (% of GDP)		-11.9	-9.5	-7.7	-6.7	-4.5

Source: Prepared by Japan Development Service based on the World Bank (<https://databank.worldbank.org/data/reports.aspx?source=2&country=GHA>) and IMF (<https://www.imf.org/external/datamapper/datasets/WEO>).

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

The Long-Term National Development Plan for Ghana (2018 – 2057) presented by the National Development Planning Commission (NDPC) adopts the targets outlined in Table-2. Of the five main goals, “Build effective, efficiency and dynamic institutions for national development” calls for “eradication of noncompliance with laws and corruption in the public sector and strengthening of institutions and morale”.

Table-2 Outline of the Long-Term National Development Plan for Ghana (2018 – 2057)

Goal	Contents
Build an industrialised, inclusive and resilient economy	<ul style="list-style-type: none"> <li>Facilities for sufficient investment in the industrial, service and agricultural sectors</li> <li>Promotion of the transition to new industries with due consideration of its impacts on existing industries</li> <li>Extension of the benefits of economic growth to local areas</li> <li>Participation of the socially vulnerable in economic growth</li> </ul>
Create an equitable, healthy and disciplined society	<ul style="list-style-type: none"> <li>Equal and easy access to basic social services by the socially vulnerable in particular</li> <li>Respect for diverse values and activities</li> <li>Increase of the number of people with a productive, long and meaningful life in terms of health, nutrition and physical exercise</li> </ul>
Build safe, well-planned and sustainable communities	<ul style="list-style-type: none"> <li>Appropriate planning of national land development to secure efficient, functional and productive economic growth and strengthening of social and economic services</li> <li>Protection of the natural and physical environment</li> </ul>
Build effective, efficient and dynamic institutions	<ul style="list-style-type: none"> <li>Eradication of noncompliance with laws and corruption in the public sector and strengthening of institutions and morale</li> </ul>
Strengthen Ghana’s role in international affairs	<ul style="list-style-type: none"> <li>Departure from the past and present trade practices to implement national development in the framework of international development</li> </ul>

Source: Compiled by Japan Development Service based on the NDPC’s Long-Term National Development Plan for Ghana, 2018 – 2057

<sup>4</sup> World Bank (<http://www.worldbak.org/en/country/ghana>)



### 1.3 Japanese Assistance for Ghana

#### (1) Trends of Japanese Assistance for Ghana

Japan and Ghana has a deep long relationship among African countries epitomised by the story of Dr. Hideyo Noguchi who travelled to Ghana in 1927 to study yellow fever and who is still well-known in Ghana today and also for the Japanese production of chocolate using Ghanaian cacao beans.<sup>5</sup> The starting point for Japan's economic assistance for Ghana was a technical cooperation agreement which was signed in 1962. Grant aid cooperation started in 1973 and volunteers under the JOCV (Japan Overseas Cooperation Volunteers) Scheme have been dispatched since 1977. The Noguchi Memorial Institute for Medical Research constructed with Japanese assistance in 1979 has become a leading medical research institute in West Africa. Apart from the BOP Business Promotion Survey, JICA is expected to continue its assistance for infrastructure development and industrial promotion in Ghana to consolidate the foundations for investment by private enterprises utilising JICA's Public-Private Partnership Scheme and other facilities.<sup>6</sup> As of 2017, the amount of Japan's bilateral aid for Ghana is 6<sup>th</sup> on the US dollar base (US\$ 42.31 million) among member states of the Organization for Economic Cooperation and Development (OECD) after the US, UK, France, Canada and Germany.<sup>7</sup>

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<sup>5</sup> Ministry of Foreign Affairs (<http://www1.mofa.go.jp/mofaj/gaiko/oda/files1000367699.pdf#page=362>)

<sup>6</sup> JICA ([http://www.jica.go.jp/ghana/ku57pq0000046foyo-att/summary\\_ghana.pdf](http://www.jica.go.jp/ghana/ku57pq0000046foyo-att/summary_ghana.pdf))

<sup>7</sup> OECD (<http://www.oecd.org/countries/ghana/aid-at-a-glance.htm>)

Table-3 Country Assistance Policy for the Republic of Ghana

Basic Policy (Primary Goal): Promotion of dynamic economic growth which widely benefits the people			
Priority Area (Secondary Goal)	Development Issue (Tertiary Goal)	Response to the Development Issue	Cooperation Programme/ Project
Agriculture (rice cultivation)	Promotion of agriculture and rural areas	<ul style="list-style-type: none"> <li>• Japan focuses its assistance on increasing the productivity and profitability of small-scale rice farmers and strengthening the extension system for rice cultivation technologies using its expertise in this field. Japan also intends to contribute to the intensification and commercialisation of agriculture through the introduction of advanced production infrastructure, including mechanisation, and the value-chain approach.</li> <li>• The geographical expansion of the coverage of various projects and the realisation of synergy effects are attempted through the systematic utilisation of the framework of the Coalition for African Rice Development (CARD) and cooperation with other donors.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme for Promotion of Rice Cultivation and Agricultural Development</li> <li>• Comprehensive Programme for Promotion of Agriculture and Rural Areas</li> </ul>
Infrastructure (electricity and transport)	Development of economic infrastructure	<ul style="list-style-type: none"> <li>• In the transportation and transport sector, efforts are made to develop infrastructure for local communities and road networks to support local economic growth.</li> <li>• Efforts are also made to improve transportation and transport facilities (development of the road network, including bridges, and other) in Eastern Ghana to shore up the national economy and to facilitate growth over a wide area.</li> <li>• In the energy sector, especially the electricity sector, efforts are made to increase the generation capacity, improve the electrification rate, rural electrification rate and rural electrification and to renew and enhance transmission/distribution lines for the appropriate distribution of energy to ensure the development of local communities and economic growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Infrastructure Development Programme</li> </ul>
Health and Science/ Mathematics Education	Health	<ul style="list-style-type: none"> <li>• Comprehensive efforts are made to improve access to health services, especially local health services, enhance medical security and strengthen the preparedness for a health crisis with a view to achieving universal health coverage (UHC) as well as health-related SDGs.</li> <li>• Health services are improved to deal with health-related issues in comprehensive manner through the capacity development of health workers and strengthening of educational activities related to health in the North where the health indicators are poor, utilising the achievements of cooperation efforts for local health in the last 10 years. At the national level, measures designed to lower the mortality rate for pregnant women and infants of five years old or younger are assisted through promotion of the introduction of a maternity passbook.</li> <li>• The functions of the Noguchi Memorial Institute for Medical Research, for which Japan has provided continuous assistance for many years, are strengthened to enhance the preparedness for a health crisis in Ghana and Africa.</li> <li>• Through cooperation with the World Bank and WHO (World Health Organization), efforts are made to achieve UHC.</li> </ul>	<ul style="list-style-type: none"> <li>• Project for Improvement of Maternal and Neonatal Health Services in the Upper West Region</li> <li>• Programme to Facilitate the Achievement of Health-Related SDGs (Sustainable Development Goals)</li> </ul>
	Science/ mathematics education	<ul style="list-style-type: none"> <li>• In the basic education sector, concentrated efforts are made to retrain current teachers to exploit the relative advantages of Japan in this field and to improve the operation of educational administration reflecting the trend of decentralisation based on the “School for All” model proposed by the New Educational Cooperation Policy. These efforts place particular emphasis on poor regions from the viewpoint of ensuring access to a safe learning environment and improving the quality of education as well as school management.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme to Assist the Improvement of Basic Education</li> </ul>

Basic Policy (Primary Goal): Promotion of dynamic economic growth which widely benefits the people			
Priority Area (Secondary Goal)	Development Issue (Tertiary Goal)	Response to the Development Issue	Cooperation Programme/ Project
Capacity Development of GoG for Administrative and Financial Management	Strengthening of administrative and financial functions	<ul style="list-style-type: none"> <li>• This priority area is given to the status of functioning as a basis to facilitate the achievement of other development issues in areas of “promotion of agriculture and rural areas”, “development of economic infrastructure” and “health”.</li> <li>• It is necessary to assist the capacity development of human resources capable of improving the administrative and financial functions of the government from the viewpoint of ensuring the sustainability of the positive outcomes of Japan’s cooperation for each development issue and of self-reliant development. Efforts are made to effectively utilise financial assistance along with efforts to develop the capacity of middle-ranking officials of the central government and strengthening of the functions of the Civil Service Training Centre, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme for Capacity Development of Administrative and Financial Human Resources</li> </ul>

Source: Compiled by Japan Development Service Based on Ministry of Foreign Affairs, Rolling Plan of the Country Assistance Policy for the Republic of Ghana (as of April, 2017)

## (2) State of Private Sector Cooperation and Interchange

Ghana has attracted much attention from Japanese enterprises due to its high economic growth assisted by vigorous consumption in the private sector and the commercial production of crude oil and the facts that (i) it is an English speaking country in West Africa where the majority of countries have adopted French as the official language and (ii) it has political stability. There are many local subsidiaries of Japanese trading companies and manufacturers in particular (49 subsidiaries as of 2017).<sup>8</sup> In regard to cultural exchange events, the Embassy of Japan sponsors the Ghana-Japan Yosakoi Festival which is an annual event held for more than 15 years, a speech contest in Japanese, judo tournament, karate tournament, Japanese film festival, etc.<sup>9</sup>

## 1.4 Trends of Aid of Other Donors

### (1) Trends of Aid of Major Donors

The principal donor for Ghana in recent years has been the US, followed by the UK, in terms of bilateral aid. In terms of multilateral aid, the World Bank is always ranked first, followed by the IMF, AfDB, etc. The amounts of bilateral and multilateral aid of major donors as of 2017 are shown in Table-4.

The bilateral aid share by sector is led by the economic system and services with 46%, followed by production (18%), health (17%), social system and services (8%) and education (6%).

Outlines of overseas scholarship by other international donors and that of Japan are provided in “2.3 Findings of the Preparatory Survey”

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<sup>8</sup> Statistics on Japanese Nationals Overseas (Abridged Edition, 2018). According to the Africa Business Promotion Support Network (AB-Net), the principal Japanese enterprises operating subsidiaries in Ghana are Marubeni Corporation, Mitsui & Co., Ltd., Ajinomoto Co., Inc., Itochu Corporation, Fujitsu Ltd., Sumitomo Corporation, Yamaha Motor Co., Ltd., Kawasho Feeds Corporation, Hitachi Construction Machinery Co., Ltd., MODEC, Inc., Kubota Corporation, Kaneka Corporation, Seiko Epson Corporation, Hayama Co., Ltd., Glory, Ltd., Topcon Corporation, Sakata Seed Corporation, Marino Logistics Co., Ltd., Mitsui O.S.K. Lines, Ltd., Tachibana Co., Ltd., Nishizawa Co., Ltd., Yoshiken Travel & Tours Ltd., Toyo Engineering Corporation and Tokura Corporation

<sup>9</sup> Ministry of Foreign Affairs (<http://www.mofa.go.jp/mofaj/area/Ghana/data.html>)

Table-4 Situation of Aid by Major Donors (Average for 2016 to 2017)

Donor	Priority Areas	Scale of Aid (Average for 2016 to 2017)
World Bank	Improvement of the economic system; strengthening of competitiveness and creation of employment; protection of the poor and vulnerable	US\$ 342.3 million
US	Highly responsive democratic governance; sustainable and widely shared economic growth; fair improvement of the state of health; improvement of reading comprehension in elementary education	US\$ 231.1 million
IMF	Fiscal reconstruction to ensure the firm decline of debts; sustained financial policy to lower the inflation rate; long-term financial stability; broad institutional reform for the promotion of comprehensive growth	US\$ 161.4 million
AfDB	<ul style="list-style-type: none"> <li>• Productivity improvement of enterprises (especially those related to small and medium-scale agriculture)</li> <li>• Economic and structural reform to improve the business environment</li> </ul>	US\$ 104.3 million
Global Fund	<ul style="list-style-type: none"> <li>• Maximisation of the effects of measures to combat HIV (human immune deficiency virus), TB and malaria</li> <li>• Establishment of a tenacious and sustainable health care system</li> <li>• Protection and facilitation of human rights and gender equality</li> <li>• Mobilisation of increased resources</li> </ul>	US\$ 79.6 million
UK	<ul style="list-style-type: none"> <li>• Economic growth</li> <li>• Transparent, responsible and capable governance</li> <li>• Improvement of human resources development results</li> </ul>	US\$ 76.0 million
France	<ul style="list-style-type: none"> <li>• Urban development and assistance for local governments</li> <li>• Increase of electricity supply</li> <li>• Assistance for rural development and agriculture</li> </ul>	US\$ 60.0 million
European Union	<ul style="list-style-type: none"> <li>• Governance: management and accountability of the public sector</li> <li>• Productive investment in agriculture in the northern savannah zone</li> <li>• Employment and social security</li> </ul>	US\$ 46.6 million
Canada	<ul style="list-style-type: none"> <li>• Improvement of agricultural productivity and application of adaptive agriculture to climate change</li> <li>• Food security for the poorest</li> <li>• Improvement of water quality and sanitation in the Northern Region</li> <li>• Improvement of the economic stability and productivity of rural communities</li> <li>• Strengthening of the judicial system relating to child protection</li> </ul>	US\$ 44.8 million
Germany	<ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Governance</li> <li>• Sustainable economic development</li> </ul>	US\$ 42.9 million

Source: Compiled by the consultant based on the Home Page of each donor.

## CHAPTER 2 CONTENTS OF THE JDS PROJECT

### 2.1 Outline of the JDS Project

The first preparatory survey for the JDS Project in Ghana was conducted in FY 2011, resulting in the acceptance of five fellows from Ghana by two Japanese universities. The number of acceptances subsequently increased and, in the current second phase of the Project in Ghana, 10 fellows have been accepted by four universities each year. As of March, 2019, the total number of Ghanaian fellows stands at 55, of which 35 have already completed their courses and obtained their intended degrees. Ghana is still the only African country to which the JDS Project applies.

It was decided to conduct preparatory survey for the Third Phase of the JDS Project in Ghana. This survey consists mainly of a domestic survey of newly admitted universities, as well as a variety of field surveys of target organizations, JDS alumni, and other donors.

The survey items include the career paths of government officials and the status of human resource development, the comparative advantage of other donors with scholarships, surveys of target organizations, and surveys of accepting universities, etc. Based on the results of these surveys, a framework for a four batch of JDS Project was formulated to contribute to the capacity building of Ghana's civil servants and ministries, as well as strengthening the networks between Japan and Ghana, which will begin in FY2019.

### 2.2 Findings of the Preparatory Survey

#### (1) Career Paths of Government Officials and State of Human Resources Development

##### 1) Personnel System and Career Path

The modern civil service system<sup>10</sup> in Ghana began with the creation and reorganization of many ministries, departments and agencies (MDAs) after Ghana's independent in 1957 and transition to a republic in 1960. The constitutional assembly passed the Civil Service Act in 1960, prescribing the positions for civil servants, establishment of MDAs, procedures for the appointment and retirement of civil servants, conditions for the civil service, penal procedures and other matters relating to public servants. This Act was subsequently complemented by the Civil Service (Interim) Regulations of 1960 (L1.47). In 1993, the new Civil Service Act (PNDCL 327)<sup>11</sup> was enacted to replace the previous Act and Regulations and is the current law under which the OHCS is responsible for personnel matters for civil servants and the human resources development of the civil service. For control of the operation of the local autonomy system, the Local Government Act (PNDCL 462) was enacted in 1993, followed by the Local Government Service Act (PNDCL 656) in 2003 and the new Local Government Act (PNDCL 936) in 2016.

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<sup>10</sup> OHCS (<http://www.ohcs.gov.gh/history>); Wikipedia ([https://en.wikipedia.org/wiki/Ghana\\_Civil\\_Service](https://en.wikipedia.org/wiki/Ghana_Civil_Service))

<sup>11</sup> Ghana Legal PDF of Law in English

Civil servants in Ghana are largely classified into those in the central civil service and those in the local civil service. The ranks and duties of central civil servants are set forth in the SOS (scheme of Service) contained in the operation manual of individual ministries, etc.<sup>12</sup> The ranks and duties of local civil servants are uniformly set forth by the Scheme of Service for Local Government Service<sup>13</sup> revised in August, 2014. Following the introduction of the Legislative Instrument 1961 (L.I. 1961) in 2009, some 30,000 central civil servants were transferred to local government offices in March, 2010. As the ranks, SOS, protocols, etc. for central civil servants were inherited by some of these servants in some fields as a result of their transfer, their management at local government offices became complicated. Further confusion occurred because the merger of multiple organizations caused major discrepancies in terms of career path, job grade, required qualifications, experience, etc. To rectify this situation, the SOS for local civil servants was redesigned to make the SOS for central civil servants and the SOS for local civil servants similar.

The OHCS is responsible for the personnel affairs of central civil servants and each agency, the organizations in charge of implementation of the policies of the ministries, is responsible for its own personnel affairs. The personnel affairs of local governments (regional and district levels) are controlled by the OHLGS.

There are two categories of government posts, namely technical officer and administrative officer. An example of a SOS set forth by the operation manual for technical officers, who engage in duties with high technical knowledge in each ministry, of the Petroleum Upstream Directorate of the MOE is shown in Table-5.

Table-5 Technical Officers of the Petroleum Upstream Directorate, MOE

	Job title	Grade	Number	Academic degree	Requirements for the Job
1	Director	Chief Engineer	1	Master's Degree	Minimum of 14 years' experience as a civil servant
2	Deputy Director/ Principal Engineer	Principal Engineer	1	Master's Degree	9 years' experience of related work
3	Senior Engineer	Senior Engineer	1	Bachelor's Degree	6 years' experience of related work
4	Engineer	Engineer	2	Bachelor's Degree	3 years' experience of related work
5	Assistant Engineer	Assistant Engineer	2	Bachelor's Degree	In accordance with the Civil Service Act

Source: Prepared by the consultant based on the Operation Manual for the Ministry of Energy.

Similarly, a SOS for administrative officers, who engage in administrative duties, of the Human Resources Development and Management Directorate of the MOE is shown in Table-6.

<sup>12</sup> Although an operation manual is supposed to be prepared for each ministry, etc., many ministries appear not to have prepared their own operation manuals. The existence of a SOS was confirmed with the MOE and OHLGS but no document confirmation for other ministries, etc. was made.

<sup>13</sup> <http://lgs.gov.gh/index.php/revised-scheme-of-service>

Table-6 Administrative Officers of the Human Resources Development and Management Directorate, MOE

	Job title	Grade	Number	Academic degree	Requirements for the Job
1	Director	Director	1	Master's Degree	12 years' work experience
2	Deputy Director, HRMD	Deputy Director	1	Master's Degree	9 years' work experience
3	Assistant Director	Assistant Director I	2	Bachelor's Degree	6 years' work experience
4	Assistant Director	Assistant Director II A	2	Bachelor's Degree	Minimum 3 years work experience
5	Assistant Director	Assistant Director II B	2	Bachelor's Degree	Minimum 3 years work experience

Source: Prepared by the consultant based on the Operation Manual for the Ministry of Energy.

The job grades for technical officers of central government ministries, etc. are commonly classified into five grades as shown in the box below although there are some differences depending on the type of job. While the job grade does not always correspond to the job title, the Principal Officer and Chief Officer are often referred to as the Deputy Director and Director respectively at central government ministries, etc. In both the central and local civil services, the position of Principal Officer (Deputy Director) or higher requires that the candidate has a master's degree.

Assistant Officer → Officer → Senior Officer → Principal Officer → Chief Officer
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As in the case of technical officers, there are five grades for administrative officers in the accounting, finance, personnel and other directorates and a candidate for the position of Deputy Director or higher must have a master's degree.

There is only one position of Chief Director in each ministry or agency. The opportunity for promotion to the position of Chief Director is said to be equal for every Director. In all of the target organizations, there is no so-called "star directorate" which has produced many Chief Directors compared to other directors as it is said that promotion is strictly based on the ability and efforts of individuals regardless of their directorate background.

Recruitment and promotion for both central and local civil servants are described below.

#### Central civil servants

##### i Recruitment

- Administrative officer : There is no regular recruitment time for central civil servants and a recruitment notice is issued whenever a position becomes vacant. The OHCS is solely responsible for the recruitment of administrative officers.



- Technical officer : The OHCS issues a recruitment notice both internally and externally as requested by a government organization. An application must be successful at an interview attended by representatives of three parties, i.e. OHCS, directorate concerned and human resources directorate of the ministry/ agency concerned.

## ii Promotion

- Administrative officer : OHCS decides the promotion. Promotion to a higher grade requires at least three years' work experience at one grade. Promotion is by seniority and there is no accelerated promotion, meaning that one or more grades may be skipped.
- Technical officer : The OHCS leads an interview involving the same three organizations. Promotion to a higher grade requires at least three years' work experience at one grade, same as administrative officers. Promotion is by seniority and there is no accelerated promotion.

## Local civil servants:

### i Recruitment

- Administrative officers : The OHLGS compiles the requests for staff recruitment of various directorates, etc. of a local government and approves these requests after their detailed examination. Actual interviews are organized by the recruitment directorate and the decision to accept or reject an applicant is reported to the OHLGS.
- Technical officers : Same as administrative officers. The decision to recruit is made after consultations with the relevant central ministry. In the case of recruiting an administrative officer, the decision is jointly made by the OHLGS and recruitment directorate.

### ii Promotion

- Administrative officers : Each directorate submits a list of candidates and the OHLGS approves the recruitment after consultations with a council. The promotion of local civil servants is in accordance with seniority and with no skipping of grades, and generally requires a work history of at least four years at one grade,

compared to three years of central civil servants, before promotion to the next grade may be considered.

- Technical officers : Same as administrative officers.

One unique characteristic of civil servant recruitment in Ghana is the relatively old age at which the career as a civil servant starts.<sup>14</sup> Many people take a government position after having had several professions following graduation from university. Many of those entering the civil service at a relatively young age do not have a bachelor’s degree or master’s degree when recruited and, therefore, study for a degree while working as a civil servant. Analysis of the data for applications for the JDS Project between 2012 and 2017 reveals that the average age of assistant officers on commencing their career as a civil servant is approximately 31 years old. The ratio of women is higher among administrative officers compared to technical officers.

There are three types of personnel reshuffling, i.e. “transfer”, “posting” and “secondment”. Regardless of the position of technical officer or administrative officer, “transfer” may occur between the central civil service and local civil service. Administrative officers are posted to different MDAs approximately every four years. In contrast, technical officers basically build their career at the same organization but a technical officer with the position of Deputy Director or higher can be posted to another ministry or agency.

Table-7 Types of Personnel Reshuffling

Transfer	Transfer from a central ministry to a local government or vice-versa
Posting	Moving within the central government from one position at a ministry, etc. to a position of the same grade at a different ministry, etc.
Secondment	Secondment from a department or agency under the jurisdiction of a ministry to the ministry proper or vice-versa

Source: Prepared by the consultant based on the results of interviews with the target organizations.

The retirement age for civil servants is 60 but this can be extended by stages to 65 for an excellent employee with a high level of expertise and whose replacement would be difficult.

## 2) Human Resources Development System for Civil Servants

Civil servants are obliged to undergo 40 hours of technical training or competency-based training (CBT) every year. While technical training is conducted by individual MDAs, CBT uses training courses provided by such external organizations as the OHCS, GIMPA (Ghana Institute of Management and Public Administration) and NDPI (national Development and Productive Institute). However, this training is not necessarily implemented because of insufficient budgeting.

<sup>14</sup> The subject data for analysis was 1) data for 102 JDS Project applicants in FY 2017 and 2) data for 55 JDS fellows who had originally applied between 2012 and 2017. In regard to 1), the average age to start the civil servant career as an assistant officer was 28.4 years old and the average age of actual assistant officers was 32 years old. In regard to 2) the average age of JDS fellows who were assistant officers was 30.5 years old. Both sets of data indicate that an assistant officer remains in his/her position for an average of four years.

The OHCS has the following three training centres for the capacity development of civil servants.

- Civil Service Training Centre
- Government Training School
- Institute of Technical Supervision

### 3) Promotion of the Utilisation of Female Civil Servants

In January, 2013, the Ministry of Gender, Child and Social Protection (MoGCSP) was established to promote the empowerment of women, children and the socially vulnerable. The missions of the MOGCSP include the promotion of gender equality, the welfare as well as protection of children and empowerment of such socially vulnerable people as the elderly and handicapped.

At the political level, a draft law has been passed to increase the number of female representatives to 40% at every level of both the central and local governments. The National Gender Policy and Sector Medium-Term Development Plan 2017 – 2021 have been formulated. This Plan calls for gender mainstreaming and improvement of the status of women, children and vulnerable groups among others.

According to the MoGCSP, measures implemented to improve the status of female civil servants include the proactive recruitment of women and recommendations to the metropolitan, municipal and district assemblies (MMDAs) to appoint an officer in charge of gender issues. The MoGCSP itself has established a nursery to make it easier for women with young children to work for the Ministry. There are no preferential arrangements for the recruitment and promotion of women within the civil service system and there is gender equality as far as the institutional system is concerned.

According to the OHCS, the gender ratio of central civil servants is 62% (8,329) for men and 38% (5,000) for women. The ratio of men is high among technical officers while the ratio of women is relatively high among administrative officers. The questionnaire survey conducted as part of the Preparatory Survey found that the ratio of women is generally 20% to 40% except at some ministries, such as the MOH which employs many female nurses. Such data supports the information provided by the OHCS.

### (2) Scholarship Programmes of Other Donors and Relative Advantages of the JDS Project

The questionnaire survey and interview survey conducted as part of the Preparatory Survey found several scholarship programmes of other donors for a master's degree or doctor's degree as listed in Table-11. Only the JDS Project and the KOICA Fellowship Programme of the Korea International Cooperation Agency (KOICA) restrict the scholarship recipients to civil servants.

Table-8 Leading Scholarship Programmes of Other Donors

Name	Sponsoring Country	Degree Course	Brief Description (Target Fields, etc.)
GetFund (Ghana Education Trust Fund) Scholarship <sup>15</sup>	Ghana	MA/Ph.D.	The Trust Fund was established in August, 2000 pursuant to Act 581. Its purpose is to provide funding to supplement government funding for the construction of educational infrastructure and facilities. It offers a scholarship programme for study for a master's degree or higher in Ghana or abroad.
Commonwealth Shared Scholarship Scheme <sup>16</sup>	UK	MA/Ph.D.	This is a scholarship programme jointly run by UK universities targeting master's degree students from less developed middle or low income countries. Financial assistance by the Department for International Development (DFID) makes it possible for this scheme to enable capable and motivated individuals to acquire the necessary knowledge and skills for sustainable development.
Chevening Scholarship in Ghana <sup>17</sup>	UK	MA	This scholarship offers one year study for a master's degree in the UK and is a collective title for multiple current scholarship programmes listed below. <ul style="list-style-type: none"> <li>• Chevening British Library Fellowship</li> <li>• Chevening Clore Leadership Fellowship</li> <li>• Chevening Oxford Centre for Islamic Studies Fellowship or Chevening Oxford Centre for Islamic Studies Abdullah Gül Fellowship</li> </ul>
Nuffic Scholarship	Netherlands	MA/Ph.D.	Nuffic is a Dutch organization which aims at internationalising education and a scholarship is provided for those involved in primary, secondary, vocational or higher education as well as relevant research. It is a collective title for multiple scholarship programmes. The Orange Knowledge Programme and Holland Scholarship Programme are two programmes to which Ghanaian nationals can apply for a master's degree course.
Australian Award Scholarship <sup>18</sup>	Australia	MA	See Table-10
Ministry of Commerce (MOFCOM) Scholarship China <sup>19</sup>	China	MA/Ph.D.	See Table-10
Capacity Improvement & Advancement for Tomorrow (CIAT) (KOICA Fellowship Programme) <sup>20</sup>	Korea	MA	See Table-10

<sup>15</sup> <http://www.getfund.gov.gh/>

<sup>16</sup> <http://cscuk.dfid.gov.uk/apply/shared-scholarships/>

<sup>17</sup> <https://www.chevening.org/ghana/>

<sup>18</sup> <https://www.australiaawardsafrica.org/awards/types-of-awards/>

<sup>19</sup> Ministry of Commerce (MOFCOM) Scholarship China: [http://www.campuschina.org/content/details3\\_343888.html](http://www.campuschina.org/content/details3_343888.html)

<sup>20</sup> <http://training.koica.go.kr/>

Name	Sponsoring Country	Degree Course	Brief Description (Target Fields, etc.)
Korea Foundation for International Healthcare (KOFIH) <sup>21</sup>	Korea	MA	This is a scholarship programme sponsored by a foundation which implements healthcare projects for developing countries, North Korea, Korean nationals abroad and immigrant workers in Korea.
DAAD In-Country/In-Region Master Scholarship at University of Western Cape in South Africa <sup>22</sup>	South Africa	MA	This is an in-country or in-region scholarship programme sponsored by an association dedicated to research on land, poverty and farmland at the University of Western Cape.
Joint Japan/World Bank Graduate Scholarship Programme (JJ/WBGSP) <sup>23</sup>	Japan/World Bank	MA	This graduate scholarship programme is jointly run by Japan and the World Bank. Since 1987, more than 5,800 experts from developing countries and Japan have obtained a master's degree in development-related fields.
Tullow Group Scholarship Scheme <sup>24</sup> (ended)	UK	MA	This was a scholarship sponsored by Tullow, an oil development company in the UK, to assist public servants, company workers, etc. engaged in oil development-related work to obtain a master's degree in the UK. It ended in 2017 due to the sharp drop of the oil price and other reasons. Its target fields were i. Engineering, Environment and Earth Science, ② Oil and Gas Economics, ③ Laws Concerning Oil and Gas Industries and ④ Other Applied Chemistry.
Netherlands Fellowship Programme (NFP) <sup>25</sup> (ended)	Netherlands	MA/Ph.D.	This fellowship was funded by the development cooperation budget of the Dutch Ministry of Foreign Affairs. The targets were expert workers recommended by their employers. It aimed at improving both the number and ability of skilled staff at a wide range of government and non-government organizations. It ended with the last award in April, 2017.

<sup>21</sup> <https://www.who.int/pmnch/about/members/database/kofih/en/>

<sup>22</sup> <https://scholarship-positions.com/daad-in-country-in-region-master-scholarship-university-western-cape-south-africa/2018/12/01/>

<sup>23</sup> <http://www.worldbank.org/en.programs/scholarships>

<sup>24</sup> <https://www.tullowgroupscholarshipscheme.org/>

<sup>25</sup> <https://www.tue.nl/en/education/become-a-tue-student/scholarships-and-grants/netherlands-fellowship-program-nfp>/<https://www.studyinholland.nl/study/scholarships/highlighted-scholarships/netherlands-fellowship-programmes>

In addition to the JDS Project, there are other scholarship programmes for those wishing to study in Japan as listed in Table-9.

Table-9 Scholarship Programmes for Study in Japan

Name	Sponsoring Country	Degree Course	Brief Description (Target Fields, etc.)
African Business Education Initiative for Youth (ABE Initiative) <sup>26</sup>	Japan	MA	This initiative was announced by Prime Minister Abe at the TICAD V in June, 2013. It intends to provide not only education at a graduate school in Japan but also an internship opportunity at a Japanese company for 1,000 African youth in five years.
Japanese Government (MEXT) Scholarship <sup>27</sup>	Japan	MA	This scholarship is sponsored by the Ministry of Education, Culture, Sports, Science and Technology for foreign nationals. It is a long-standing scholarship of more than 100 years since 1901. Scholars are recommended by either an Embassy of Japan or a Japanese university.

Of those listed in Table-8, three programmes of Australia, Korea and China are more detailed in Table-10 based on the results of an interview (Korea) and website research (Australia and China)

<sup>26</sup> <https://www.jica.go.jp/english/countries/africa/internship.html>

<sup>27</sup> [http://www.mext.go.jp/a\\_menu/loutou/ryugaku/06032818.htm](http://www.mext.go.jp/a_menu/loutou/ryugaku/06032818.htm)

Table-10 Details of Three Scholarship Programmes of Other Countries

Title	Australia Award Scholarship <sup>28</sup>	Capacity Improvement & Advancement for Tomorrow (KOICA Fellowship Programme)	Ministry of Commerce (MOFCOM) Scholarship China
Targets	Citizens of 11 African countries, including Ghana	Public servants; no specified target organizations	Healthy citizens of developing countries
Application Requirements	<ul style="list-style-type: none"> <li>• Emphasis on agricultural productivity improvement, natural resources management and public policy</li> <li>• Holder of a bachelor's degree</li> <li>• Middle-ranking or senior staff member</li> <li>• Prospect of a future contribution to the development of own country</li> </ul>	<ul style="list-style-type: none"> <li>• Holder of a bachelor's degree;</li> <li>• Under 40 years of age. (This rule has become strict from 2019).</li> <li>• Return to own organization after obtaining a masters</li> </ul>	<ul style="list-style-type: none"> <li>• Possession of a bachelor's degree (university graduate) for a master's degree course and of a MA degree for a doctor's degree course</li> <li>• 45 years of age or younger at the time of application</li> <li>• Fluency in English (IELTS 6.0 or higher) or Chinese (180 points or higher at HSK Level 4)</li> </ul>
Number	162 from the target African countries (for enrolment in FY 2019)	<ul style="list-style-type: none"> <li>• Up to 400 from 43 target countries in 18 research fields.</li> <li>• In 2017, 29 (23 males and 6 females) were accepted from Ghana.</li> </ul>	-
Recruitment and Selection Process	<ul style="list-style-type: none"> <li>• An applicant selects one university from among 45 Australian universities.</li> <li>• Document screening is followed by an interview by the selection committee of which the members consist of government officials, academics, previous fellows and industrial personnel.</li> </ul>	<ul style="list-style-type: none"> <li>• Advertisement is made through SNS, websites, newspapers, etc.</li> <li>• Document screening takes place after on-line application. Those passing the document screening are interviewed by the KOICA followed by a web-based interview by the university (some universities conduct a written test at this time), and a health check.</li> </ul>	<ul style="list-style-type: none"> <li>• An applicant selects one university from among 26 accepting universities.</li> <li>• Document screening by the CNC (China Scholarship Council)</li> <li>• No screening by the accepting universities.</li> </ul>
Others	<ul style="list-style-type: none"> <li>• On-line application.</li> <li>• Free tuition fee and a return air ticket is provided. The scholarship amount is AUD 30,000/year (approximately 2.34 million yen as of March, 2019). AUD 5,000 (some 390,000 yen as of March, 2019) is provided upon arrival at Australia to cover the cost of preparation.</li> <li>• If family members are left behind in own country, the travel cost for a temporary return to one's own country during the study in Australia is provided.</li> </ul>	<ul style="list-style-type: none"> <li>• On-line application.</li> <li>• The target is set by KOICA for the returnee to work at the same organization for at least three years after returning home and this situation is monitored as an achievement indicator.</li> <li>• Ministries, etc. in the recipient countries are requested to give priority to female candidates. As the target, at least 30% of all fellows should be female but the ratio is low at 20.7% for Ghanaian fellows.</li> </ul>	<ul style="list-style-type: none"> <li>• On-line application.</li> <li>• Young or middle-ranking persons are targeted.</li> <li>• The opportunity to study for a doctor's degree (3 – 4 years) is also offered.</li> <li>• In the case of a course solely held in Chinese, a selected fellow must undergo one or two years' language training before enrolling at a university.</li> <li>• The scholarship amount is US\$ 444.8/month for a master's degree student and US\$ 518.93/month for a doctor's degree student. Various allowances and a return air ticket are also provided.</li> </ul>

<sup>28</sup> Australian Award (<http://www.australiawardsafrica.org/scholarships/selection-process-for-ads/>)

As far as the attractiveness of the JDS Project compared to other scholarship programmes is concerned, some of the target organizations have voiced their high evaluation of the JDS Project in that

- The finally selected JDS fellows tend to be excellent as they have undergone a number of screening processes, as less competitive applicants are screened out as they go through each selection process of document screening, math test, and interview,
- The screening processes are very transparent and The Project contents match the needs of Ghana for civil servants.
- Another advantage which has been mentioned is that the JDS Project offers activities to create added value to solve the issues faced by the recipient country and to foster leaders through special programmes in addition to the existing university education programme.
- A further advantage of the JDS Project compared to the scholarship programmes of other donors and other Japanese scholarship programmes is that the agent's offices in Japan and Ghana assist the recruitment and selection of the candidates in Ghana and conduct supporting activities, such as orientation and monitoring for JDS fellows during their stay in Japan. Even after their return, JDS fellows can maintain relatively strong links with Japan as they are regularly invited to meetings and events organized by the Embassy of Japan and associations of Japanese enterprises.

Meanwhile, several points for improvement are also pointed out.

- Severe age limit of 39 years old or younger at the time of application under the Second Phase,
- Deterrent effect of the multiple screening stages consisting of two interviews and mathematics test,
- Paper application instead of on-line application,
- Necessity for an early decision on the research theme as such theme must be stated at the application stage, and
- No facility for the funding of travel costs for a temporary return (the Australian Awards Scholarship pays such cost if a fellow has left family members at home).

Examples of the attractiveness of other scholarship programmes are the relatively large scholarship amount, payment of the airfare for a temporary return home when a fellow has left family members at home and no age limit for application in the case of the Australian Awards Scholarship. In the case of China's MOFCOM Scholarship, there is an age limit of up to 45 years old. The KOICA Fellowship Programme adopts an age limit of under 40 years at the time of



application. In both cases, these age limits are said to be general guides which may be exceeded depending on the intentions of the accepting university.

(3) Questionnaire Survey with the Target Organizations

A questionnaire (Appendix 7) was sent to 27 current target organizations and 13 organizations (48%) replied. The survey results based on these replies are compiled in Table-11. The replies by organization are compiled in Appendix 7.

Table-11 Replies to the Questionnaire

Sector	Economics	Health	Agriculture	Energy
Female ratio in entire staff	Approximately 30 – 40%	40 – 70%	Approximately 20%	Approximately 30 – 40%
State of degree holders	20 – 30% have a MA. Half of them obtained this MA abroad. The ratio of female MA holders of slightly less than 50% is relatively high.	The ratio of MA holders of approximately 10% is relatively small. Most of the MAs were obtained in Ghana. The ratio of female MA holders of less than 30% is relatively low.	The ratio of MA holders of slightly less than 20% is relatively low. The ratio of female MA holders is 20 – 30%.	The ratio of MA holders at the ECG is high at 44% while the ratio is low at other organizations at 10 – 20%. Apart from those at the MOE, most of the MAs were obtained in Ghana.
Number of staff members qualifying for the JDS Project	150 (MOTI) 487 (BOG)	372 (Tamale) 23 (St. John) 280 (NAS)	145 (MOFA) 30 (GIDA)	13 (MOE) 269 (NPA) 1 (EC)
Target persons of the JDS Project	<ul style="list-style-type: none"> <li>All staff members of all directorates, etc.</li> <li>Budget department and staff members of economic survey and forecasting department and those in real sectors</li> </ul>	<ul style="list-style-type: none"> <li>All staff members.</li> <li>Staff members responsible for biostatistics to manage information on health planning, health surveys, and public health; staff members responsible for health planning, health surveys, public health.</li> <li>PPBME, those working for administration, human resource, finance department</li> </ul>	<ul style="list-style-type: none"> <li>All technical officers</li> <li>Agricultural economists, irrigation engineers, agricultural engineers, geo-engineers, agricultural extension, crop, and regulatory service officers</li> <li>Officials in PPBME, project development, finance, and marketing.</li> </ul>	<ul style="list-style-type: none"> <li>Administrative and technical officers</li> <li>Officers in technical standards, energy efficiency improvement and recyclable energy fields</li> <li>Personnel, legal and engineering staff members</li> </ul>
Post-reinstatement tied-in years (period unable to leave the place of work)	<ul style="list-style-type: none"> <li>4 years (MOTI)</li> <li>3 years (BOG)</li> </ul>	<ul style="list-style-type: none"> <li>Scholarship period of 1.5 years (GHS)</li> <li>Scholarship years x 2 (TTH)</li> <li>3 years (SJA)</li> <li>Scholarship period x 1.5 for a domestic programme and scholarship period x 2 for an overseas programme (NAS)</li> </ul>	<ul style="list-style-type: none"> <li>3 years (GIDA)</li> <li>3 years (MOFA)</li> </ul>	<ul style="list-style-type: none"> <li>3 years (MOE)</li> <li>5 years (VRA)</li> <li>Not specified (NPA)</li> <li>Scholarship period + 1 year (ECG)</li> </ul>
Priority regions for recruitment	All 10 regions	Northern 3 regions All 10 regions	All 10 regions	All 10 regions
Scholarship programmes other than the JDS Project	Not stated	<ul style="list-style-type: none"> <li>KOFIH Scholarship</li> <li>Mid-Career Specialist Medical Training</li> <li>JICA Fellowship</li> <li>Scholarship for an associate degree</li> </ul>	<ul style="list-style-type: none"> <li>Netherlands Fellowship Programme</li> <li>Australia Fellowship Programme</li> <li>Korea</li> </ul>	<ul style="list-style-type: none"> <li>Korea</li> </ul>

Sector	Economics	Health	Agriculture	Energy
Issues for organizations and research topics	<ul style="list-style-type: none"> <li>• Industrial and economic development</li> <li>• Economic policy</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption and change of technology; development of organization; client relations; skill transfer</li> <li>• Management and strategic planning</li> <li>• Emergency medical care</li> </ul>	<ul style="list-style-type: none"> <li>• Value chain for wet crops; WUA (Water Users' Association); agricultural advisory service/reform of communications; irrigation design; irrigation canal construction; dam safety; geographical and technical problems concerning irrigation planning; environmental problems concerning irrigation planning; gender empowerment in irrigation planning; public-private partnerships; management at GIDA; feasibility study for irrigation development</li> <li>• Appropriate land preparation and soil management; rice cultivation; appropriate use of fertilizer for rice cultivation; rice processing and packaging; mechanization of rice cultivation; use of small-scale irrigation for rice cultivation; control of harmful insects</li> </ul>	<ul style="list-style-type: none"> <li>• Solar energy; rural electrification; natural gas infrastructure; energy regulations; energy supply and demand management</li> </ul>
Desirable fields for a master's degree	<ul style="list-style-type: none"> <li>• Industrial development</li> <li>• All fields relating to finance, fiscal affairs, economics or information</li> <li>• Economic policy planning; fiscal modelling; economic development; development of international trade; taxation and economic growth; domestic taxation and business development; debt management and loan restructuring</li> </ul>	<ul style="list-style-type: none"> <li>• Clinical disciplines</li> <li>• Advanced research, training and development in health and medical care fields; public health; management of health records; health planning</li> <li>• Management and emergency medical care</li> <li>• Public health</li> <li>• Other</li> </ul>	<ul style="list-style-type: none"> <li>• Master's degree in the research fields listed above</li> <li>• Master's degree in a science discipline</li> </ul>	<ul style="list-style-type: none"> <li>• Energy policy; petroleum engineering; electrical engineering; recyclable energy</li> <li>• Degree in electric engineering and energy management</li> <li>• Other</li> </ul>

Sector	Economics	Health	Agriculture	Energy
Request for a doctor's degree course	<ul style="list-style-type: none"> <li>• The introduction of a Ph.D. course is beneficial (BOG).</li> <li>• There is a possibility of leaving the job once a Ph.D. has been obtained (MOTI).</li> <li>• A staff member who has obtained a Ph.D. tends to stay and keep an important position for economic management (MOF).</li> </ul>	<ul style="list-style-type: none"> <li>• The introduction of a Ph.D. course is beneficial (BOG).</li> <li>• If a person who has obtained a Ph.D. moves to a partner university, it is also a positive move for the hospital (Tamale Teaching Hospital).</li> </ul>	<ul style="list-style-type: none"> <li>• The introduction of a Ph.D. course is beneficial (BOG).</li> <li>• A person who has obtained a Ph.D. never stays at the ministry/agency and moves to a university or research institute (MOFA).</li> </ul>	<ul style="list-style-type: none"> <li>• The introduction of a Ph.D. course is beneficial (BOG)</li> <li>• The introduction of a Ph.D. course is not beneficial as it leads to job resignation (MOE).</li> </ul>
Other comments	None	<ul style="list-style-type: none"> <li>• A quota for scholarship allocation should be set for each organization.</li> <li>• There should be more equal opportunity for all organizations.</li> <li>• The scholarship scope should be widened to include emergency medical care.</li> </ul>	<ul style="list-style-type: none"> <li>• The mathematics test should be scrapped.</li> <li>• The procedure should be changed to allow the decision on the research theme to be taken after enrolment at a research department.</li> <li>• A quota for scholarship allocation should be set for each target organization.</li> <li>• There should be a quota for women to increase their number.</li> <li>• The age limit should be 45 years.</li> </ul>	None

The information compiled in Table-11 and the series of interviews with the target organizations which were conducted along with the questionnaire survey led to the following findings.

- While the ratio of female staff members varies from one target organization to another, the highest ratio is found in the health sector, followed by the economics and energy sectors. The agricultural sector has the lowest ratio.
- The tie-in (bond) period for which a returned JDS fellow must work at a target organization is commonly 3 – 4 years.
- The questionnaire results indicate that engineering/technical fields dominate the desirable research themes and the desirable fields for an academic degree. However, a strong demand was expressed in the interviews for such research themes as public management, finance, IT, judicial affairs, monitoring and evaluation of policy-making and implementation processes, etc. and also for a master's degree required for administrative officers as well as public servants in general.
- The need for a doctor's degree course varies depending on the subject field and target organization. At the central government level, the introduction of a doctor's degree course in the economic and health sectors would be welcomed. One reason given by the MOF is that although the possession of a doctor's degree is not essential for internal promotion, doctor's degree level knowledge is required to discuss issues with such donors as the IMF and World Bank on equal terms. At the MOH, many directors have a doctor's degree and it is essential to have one for promotion to a senior position. In contrast, the MOE and MOFA would prefer an increase of master's degree scholarships rather than the introduction of a doctor's degree course. Their reason for this is that the possession of a doctor's degree not only has no bearing on promotion but also facilitates resignation or a move to a university, government corporation or research institute as public servants receive a lower salary than those working for a public corporation or private enterprise and do not require a high level of expertise. At the agency level, professional knowledge is required to work for a research organization regardless of the field and there appears to be a strong demand for a doctor's degree. Meanwhile, the demand for a master's degree is strong as it is generally essential for promotion to the position of deputy director.
- As far as the priority regions for JDS fellow recruitment are concerned, the questionnaire survey results show that most of the target organizations request that all regions be targeted without a specified priority region. The exception is the health sector where three northern regions (Northern, Upper West, and Upper East) are listed as priority regions. Meanwhile, the results of the interviews with those responsible for individual sectors at the JICA Ghana Office on the priority regions are shown in Table-12.

Table-12 Priority Areas and Target Directorates for Future Recruitment

	Industry	Health	Agriculture	Infrastructure (Electricity)
Priority Region for Recruitment	None. Kumasi if one must be given.	Northern Region; Upper West Region; Upper East Region	Northern Region; Ashanti Region Eastern Region	Urban areas with large electricity consumption
Priority Directorate, etc. for Recruitment within the Ministry, etc.	National Board for Small Scale Industries (NBSSI) under the jurisdiction of MOTI	PPME of MOH and GHS	Directorate of Crop Services (DCS) and Women in Agricultural Development Directorate (WAD) of MOSA)	Other than ECG which is scheduled for privatisation

As far as the priority directorates, etc. for JDS fellow recruitment are concerned, the Embassy of Japan in Ghana has expressed its intention to target PPBME (Policy Planning, Budget, Monitoring and Evaluation) Directorate which controls the formulation and implementation of policies and plans and which is also responsible for coordination among the various directorates, etc. within a ministry.

(4) Needs of Each Target Area and Selection of Accepting Universities

In November 2018, JICA conducted the university request survey, and 20 departments of 17 universities submitted proposals. The accepting universities were first short-listed by JICA and finally decided by Ghanaian Government based on the results of the survey conducted in Ghana.

Universities which were considered the most appropriate were selected based on the needs of each target area as follows:

Improvement of administrative capacities and institutional development/Support for strengthening capacities for administering economic policies and public financial management for Economist

Prior to the survey conducted in Ghana, strong demands for debt management human resource development came from Ghanaian Government, and " Support for strengthening capacities for administering economic policies and public financial management for Economist" Component was established to help strengthen public financial management capacity, mainly for Ministry of Finance and Bank of Ghana economists. The Graduate School of International Cooperation Studies at Kobe University, which was selected as an accepting university after the First and the Second Phase, provides lectures tailored to the issues facing Ghana, provides training for the purpose of improving analytical skills by promoting understanding of various issues, and aims to train personnel with advanced expertise who can formulate and implement appropriate economic policies in response to various issues, including debt management. In addition to the high appraisal by Ghana side as an accepting university up to the Second Phase, the Graduate

School was selected in the Third Phase because it is considered to be the most appropriate for this component.

Improvement of administrative capacities and institutional development/Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator

The Ghana JDS Project up to the Second Phase was mainly targeted for technical officers, making it difficult for administrative officers to apply for the Project. For this reason, there have been strong requests from target organizations for the participation of administrative officers. For this reason, in the Third Phase, the main targets were administrative officers mainly from PPBME departments responsible for coordinating departments within Ministries. This component, which was newly added in the Third Phase, mainly targets administrative officers in the budgetary (Budget) sector of the PPBME. The Graduate School of International Development at Nagoya University has been providing courses to learn the knowledge necessary for public financial management and implementation through Public Policy, Development Finance, and Quantitative Analysis of Development etc. Since 2018, it has introduced Public Financial Management and has begun offering courses that reflect the special characteristics of developing countries in terms of the knowledge necessary for public financial management. The Graduate School was selected for this component, as these knowledge seems to be beneficial to the administrative officers in the PPBME budgetary departments of the ministries and agencies.

Improvement of administrative capacities and institutional development/Support for strengthening capacities for public administration

This component, which was newly added in the Third Phase, focused primarily on the PPBME policymaking (Policy Planning) departments of the ministries and agencies, and was selected from the Ritsumeikan University's Graduate School of International Relations. The university is developing problem analysis and problem solving skills through a systematic existing curriculum based on economics. In addition, in order to acquire practical skills at actual sites (administrative and financial institutions in Japan), special programs are being offered in cooperation with government agencies. University was selected because it was considered to meet the needs of administrative officers, mainly those responsible for PPBME policymaking, because of its extensive programmes in both theoretical and practical fields.

Revitalization of rural areas/Improvement of basic living environment (support for strengthening capacities for implementing health policy)

In the health sector, the Ghanaian side strongly requested public health human resource development, and Nagasaki University's School of Tropical Medicine and Global Health, after

the Second Phase, was selected to respond to this demand. The Graduate School has been highly evaluated by the Ghanaian side so far. In the Third Phase, moreover, by comprehensively covering the areas of epidemiology, social sciences, international health, health policy and development management based on tropical medicine, the Graduate School aims to develop government officers who can contribute to the resolution of health issues in Ghana, including UHC and public health crisis measures, and is considered to be the most suitable university.

#### Rice production and agriculture development support

Under this Component, the Kyushu University's Office of Graduate School of Bioresource and Bioenvironmental Sciences, which is in line with Ghana's requests, was selected as a result of the enhanced curriculum to train experts in rice cultivation and agricultural development in agriculture. The Graduate School is considered to be qualified accepting graduate school, with its top-class track record in Japan, particularly in the cultivation, breeding, physiology and pest control of tropical rice and African native rice species.

#### Natural Resources and Energy/ Energy development support

In the resource and energy sector, requests for improved policy formulation, monitoring and evaluation were raised by the government, and the Hiroshima University Graduate School of International Development and Cooperation was selected sequentially from the Second Phase, which enables one to engage in research using the economic approach. The Graduate School is guided by the basic policy of fostering those government officers in mainly in charge of the formulation, implementation, evaluation, and management of energy policies. Specifically, the Graduate School provides officers of the Ministry of Energy and energy-related public corporations with practical coursework and guidance on master's thesis that specializes in introducing policy examples that meet international standards. In addition, there was a high level of satisfaction by Ghanaian government as the accepting university in the Second Phase, and it is considered appropriate to be chosen for this Component.

The courses and types of obtainable academic degree, etc. offered by the Japanese universities selected as accepting universities for the Third Phase are outlined in Table-13 for each subject sector based on the results of the relevant survey sheet.



Table-13 Outline of Accepting Universities for The Third Phase

Sub Programme	Improvement of administrative capacities and institutional development			Revitalization of rural areas	Agriculture/ rural development	Natural Resources and Energy
Component	Support for strengthening capacities for administering economic policies and public financial management for Economist	Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator	Support for strengthening capacities for public administration	Improvement of basic living environment (support for strengthening capacities for implementing health policy)	Rice production and agriculture development support	Energy development support
University	Kobe University	Nagoya University	Ritsumeikan University	Nagasaki University	Kyushu University	Hiroshima University
Graduate School	Graduate School of International Cooperation Studies (GSICS)	Graduate School of International Development (GSID)	Graduate School of International Relations	School of Tropical Medicine and Global Health (TMGH)	Graduate School of Bioresource and Bioenvironmental Sciences	Graduate School for International Development and Cooperation
Programme Title	Special Development Policy Course	International Development and Cooperation	International Relations	Global Health	International Graduate Program	Department of Development Policy of Division of Development Science
Obtainable Degree	MA in Economics; MA in International Studies	MA in International Development	MA in International Relations	MA in Public Health; MA in Medical Science; MA in Tropical Medicine (only for medical doctors)	MA in Agricultural Science	Master of Arts; MA in International Cooperation; Master of Science
Required Number of Units	30 units	30 units	30 units	30 units	30 units	30 units
Study Duration	24 months	24 months	24 months	24 months	24 months	24 months
Location (Prefecture)	Hyogo Pref.	Aichi Pref.	Kyoto Pref.	Nagasaki Pref.	Fukuoka Pref.	Hiroshima Pref.
Semester/quarter	Semester	semester	semester	quarter	quarter	Quarter
Number of foreign students (as of Nov. 2018)	81 out of 160	69 out of 107	101 out of 124	32 out of 65	81 out of 438	182 out of 234
Proportion of course offered in English	all	all	all	all	all	All
Necessity for applicants to take math exam	Mandatory	Not mandatory	Not mandatory	Not mandatory	Not mandatory	Mandatory
Necessary English level	TOEFL PBT 550	TOEFL iBT 79	none	TOEFL iBT68	none	TOEFL PBT 550

## 2.3 Matters to be agreed in the Preparatory Survey

### (1) Agreement on acceptance framework

Based on the result of Preparatory Survey, the framework for The Third Phase was formulated. On 28<sup>th</sup> February, the M/D (Minutes of Discussion) agreeing the framework for the Third Phase was signed by the Vice-Minister of the MOF (Ministry of Finance) and the Chief Representative of the JICA Ghana Office. The Minutes of Discussions (M/D) regarding the approved framework are included in this report as Appendix 4.2.

Table-14 Agreed Matters and Contents for the JDS Project in Ghana

Agreed Matters	Agreed Contents
Target JDS Project for Agreement	The JDS Project in Ghana for which an agreement is made in this Preparatory Survey covers four batches from FY 2019 to FY 2022.
Restructuring of OC Members and Implementing Organization	The change of the OC members on the Ghanaian side from the MOF, MOH and GHS to the MOF and OHCS while the Japanese members (Embassy of Japan and JICA Ghana Office) remain the same is approved. It is hoped that the inclusion of the OHCS, which is in charge of human resource affairs of the public officers, as mentioned in section 2.2(1)1), will make the selection of JDS fellows to contribute to the capacity development of civil servants more objective, fair and equal. The MOF will continue to chair the OC as the implementing organization.
New Target Fields	As written in 2.2(4), in order to open the door for administrative officers following the request from Ghanaian side, introduction of two new target fields (Component 1-2 and Component 1-3) mainly focusing on administrators makes the total of target fields to be six. The other components remain the same as those of the previous phases.
Target Organizations	The target organizations are understood to be those listed in Table-15 but these will be reviewed to reflect the results of recruitment and selection.
Maximum Number of Fellows Accepted	After the introduction of the new Components, the number of fellows for a master's degree is increased by two per year to 12 per year.
Accepting Universities	As shown in 2.2(4) and Table-13, six graduate schools of six universities are selected.
Introduction of a Doctor's Degree Course	As shown in 2.2(3), needs for doctor's degree defer among target areas and organizations. Hence JDS Project will not fix the areas of recruitment. One fellow for each batch will be chosen among JDS alumni.
Sub-Programmes and Components	The target sub-programmes and components are selected and agreed.
Formulation of the Basic Plan and Flow of the Survey	The formulation method and composition of the Basic Plan are agreed along with the schedule. The overall flow of the survey and actual project is explained and agreed.
Monitoring Mission	It is decided to invite representatives of the OC member organizations in Japan with a view to visiting the accepting universities and their students for the exchange of opinions, observation of the academic facilities, etc. so that the contents of the JDS Project to be implemented are well understood.
Age Limit at the Time of Application	As written in 2.2(1)1), the age of staff members to join ministry is in general high in Ghana. The age limit for a master's degree course is raised from under 40 years of age to under 42 years of age on 1 <sup>st</sup> April of the year of arrival in Japan.
JDS Project Office	The OHCS which becomes a new member of the OC has agreed to provide the JDS Project Office in Ghana.

## (2) Framework of JDS Project

### 1) Overall Goal

Improvement of the policy planning ability of Ghana's relevant administrative organizations through human resources development under the JDS Project

### 2) Project Objective

The assistance for young government officials, who will play a pivotal role in the Government of Ghana 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 Ghana's human resources to solve the development problems of Ghana and the creation of a human network between Japan and the Government of Ghana.

### 3) Expected Outcomes

- Young government officials will obtain an academic degree (master's degree or doctor's degree) having acquired professional knowledge, etc. which will contribute to solving problems in their respective fields of work.
- On their return to Ghana, 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 Ghana will facilitate mutual understanding and a friendly relationship between Ghana and Japan and will strengthen the international competitiveness of the accepting universities as well as the international intellectual network.

### 4) Countries Involved

Japan and Ghana

### 5) Maximum Accepted Number of JDS Fellows from Ghana

- Master's degree: 12 fellows/year (up to 48 fellows in four years)
- Doctor's degree: 1 fellow/year (up to four fellows in four years)

### 6) Priority Sub-Programmes and Components

- i. Sub-Programme 1 : Improvement of the administrative capacity and institutional development
  - Component 1-1 : Support for strengthening capacities for administering economic policies and public financial management for Economist
  - Component 1-2 : Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator
  - Component 1-3 : Support for strengthening capacities for public administration

- ii. Sub-Programme 2 : Revitalisation of rural areas
  - Component 2-1 : Improvement of the basic living environment (support for strengthening capacities for implementing health policy)
- iii. Sub-Programme 3 : Agricultural/rural development
  - Component 3-1 : Rice production and agriculture development support
- iv. Sub-Programme 4 : Natural resources and energy
  - Component 4-1 : Energy development support

#### 7) Implementation Setup

The JDS Project is implemented with the cooperation of the OC, of which members for the Third Phase are representatives of the Government of Ghana, OHCS, Embassy of Japan and JICA Ghana Office. The Operating Committee primarily discusses such matters as (1) implementation policy, (2) work schedule, (3) subject areas for acceptance, (4) target organizations for recruitment, (5) accepting universities, (6) selection method and (7) finalisation of JDS candidates.

#### 8) Target Organizations

As listed in Table-15.

#### 9) Target Personnel

The target personnel are those who will be immediately involved in such practical work as policy planning at the heart of the government on their return to Ghana and the subject courses are master's degree courses. From the Third Phase, however, one doctor's degree course per year will be added.

#### 10) Application Requirements

The principal requirements are listed below.

- Person employed as a regular staff member by a target organization for at least three years
- Ghanaian national
- Person younger than 42 years old as of 1<sup>st</sup> April of the year of arrival in Japan
- Possession of a bachelor's degree
- Person who has not obtained a master's degree from a university abroad under the scholarship of another donor or who has not been on such a master's degree course
- Person who understands the objective of the JDS Project and is willing to contribute to the development of Ghana on return home
- Person with good mental and physical health
- Person who is not currently serving the military

Many Ghanaian government officials are mid career recruitment and obtain bachelor degree after joining ministry. There has been high demand from Ghanaian side to increase the age limit of candidates. Therefore the age limit for application has now been raised to under 42 years of age from under 40 years of age in the First Phase and the Second Phase. It has been decided that a person to be accepted for a doctor's course which is newly added in the Third Phase must be an alumnus who has obtained a master's degree in Japan under the JDS Project, as the Project has been running for many years and there has been enough number of alumni in Ghana.

#### 11) Implementing Organizations

MOF

#### 12) Facilities to be Provided by the Ghanaian Side

OHCS which will become a new Ghanaian member of the OC will provide a local Project Office for the JDS Project in Ghana.

Table-15 The Project for Human Resource Development Scholarship: Framework for Acceptance

Sub-Programme	Improvement of administrative capacities and institutional development			Revitalization of rural areas	Agriculture/ rural development	Natural resources and energy
Component	1-1 Support for strengthening capacities for administering economic policies and public financial management for Economist	1-2 Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator	1-3 Support for strengthening capacities for public administration	2-1 Improvement of basic living environment (support for strengthening capacities for implementing health policy)	3-1 Rice production and agriculture development support	4-1 Energy development support
Accepting University	Kobe University Graduate School of International Cooperation Studies (GSICS)	Nagoya University Graduate School of International Development (GSID)	Ritsumeikan University Graduate School of International Relations	Nagasaki University School of Tropical Medicine and Global Health (TMGH)	Kyushu University Graduate School of Bioresource and Bioenvironmental Sciences	Hiroshima University Graduate School for International Development and Cooperation
Number of Acceptances	8 (2 fellows/batch × 4 batches)	8 (2 fellows/batch × 4 batches)	8 (2 fellows/batch × 4 batches)	8 (2 fellows/batch × 4 batches)	8 (2 fellows/batch × 4 batches)	8 (2 fellows/batch × 4 batches)
Implementing Organization	MOF					
Assumed Research Fields	<ul style="list-style-type: none"> <li>Public finance management</li> <li>Economic policy</li> <li>Trade policy</li> <li>Investment policy</li> <li>Debt management</li> </ul>	<ul style="list-style-type: none"> <li>Public finance management</li> <li>Debt management</li> <li>Financial policy</li> </ul>	<ul style="list-style-type: none"> <li>Public policy</li> <li>Public administration</li> </ul>	<ul style="list-style-type: none"> <li>Maternal and child health</li> <li>Community health</li> <li>Formulation, monitoring and evaluation of health policies</li> </ul>	<ul style="list-style-type: none"> <li>Agricultural crop distribution policy</li> <li>Agricultural mechanization administration/agricultural mechanization company management</li> <li>Rice production infrastructure development and rice quality control</li> </ul>	<ul style="list-style-type: none"> <li>Policies in the resource sector</li> <li>Energy policy (oil and gas resources)</li> <li>Energy policy (electric power)</li> <li>Energy sector (electric power) - engineering</li> </ul>
OC Members	MOF; OHCS; Embassy of Japan; JICA Ghana Office					

<p>Target Organizations</p>	<ul style="list-style-type: none"> <li>• MOF</li> <li>• Central Bank (BOG: Bank of Ghana)</li> <li>• Other departments and agencies for Component 1-1</li> </ul>	<p>All target organizations in Component 1-1, Component 2-1, Component 3-1, and Component 4-1.</p> <ul style="list-style-type: none"> <li>• NDPC: National Development Planning Commission</li> <li>• GSS: Ghana Statistical Service</li> <li>• MFARI: Ministry of Foreign Affairs and Regional Integration</li> <li>• MOTI: Ministry of Trade and Industry</li> <li>• GIPC: Ghana Investment Promotion Centre</li> <li>• MLGRD: Ministry of Local Government and Rural Development</li> <li>• MOP: Ministry of Planning</li> <li>• OHCS</li> <li>• OHLGS: Office of the Head of the Local Government Service</li> <li>• MRT: Ministry of Roads and Highways</li> <li>• Other departments/agencies under the ministries in Component 1-2 and Component 1-3.</li> </ul>	<ul style="list-style-type: none"> <li>• MOH: Ministry of Health</li> <li>• GHS: Ghana Health Service</li> <li>• Other departments/agencies of Health</li> </ul>	<ul style="list-style-type: none"> <li>• MOFA: Ministry of Food and Agriculture</li> <li>• GIDA: Ghana Irrigation Development Authority</li> <li>• Other departments/agencies of Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• MOE: Ministry of Energy</li> <li>• GNPC: Ghana National Petroleum Corporation</li> <li>• GNGC: Ghana National Gas Company</li> <li>• VRA: Volta River Authority</li> <li>• GRIDCO: Ghana GRID Company</li> <li>• ECG: Electricity Company of Ghana</li> <li>• NEDCO: Northern Electricity Distribution Company</li> <li>• NPA: The National Petroleum Authority</li> <li>• EC: Energy Commission</li> <li>• PC: Petroleum Commission</li> <li>• BOST: Bulk Oil Storage and Transportation Company</li> <li>• MLNR: Ministry of Land and Natural Resources</li> <li>• Other departments/agencies of Energy</li> </ul>
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## 2.4 Estimated JDS Project Cost

Based on the acceptance plan described in 2.1, the project cost is estimated for the first batch pertaining to JDS fellows arriving in Japan in FY 2020.

The estimation results will be submitted to JICA separately from this report. The assumptions for the project cost estimation are given in the following box.

### Conditions for Estimation

- Timing of estimation: March, 2019
- Exchange rate: US\$ 1 = ¥111.62, GH¢ 1 = ¥22.75

### Implementation Cost

- For the JDS fellows arriving in Japan in FY 2020, the application test fee, enrolment fee, tuition fee and scholarship are estimated based on 12 master's degree fellows at six accepting universities and one doctor's degree fellow at one accepting university.
- The cost of special programmes is estimated at a rate of 500,000 yen a year per fellow (half the cost for the year of arrival and year of departure).

### Service Cost (Ghana)

- As it is decided that the OHCS will provide the JDS Project Office in Ghana, no rent for such office is accounted for.
- The recruitment and selection cost for JDS fellows arriving in Japan in FY 2020 is accounted for.
- The estimated costs reflect the rate of inflation in Ghana.

### Service Cost (Japan)

- The timing of the arrival of the first batch JDS fellows is assumed to be mid-August, 2020.
- It is planned that the JDS fellows will move to their respective universities after post-arrival orientation in Japan.
- The timing for the return of the JDS fellows to Ghana is set to coincide with the month of the graduation ceremony of the accepting universities.

### Personnel Cost of the Agent

- The agent cost is estimated based on 30 working days abroad or 20 working days in Japan, whichever is relevant, per month per person.

## 2.5 Outline of the Obligations of the Recipient Country (Ghana)

The physical obligations of the Government of Ghana under the JDS Project as agreed with the MOF are described below.

### (1) Physical Obligations

It is agreed as mentioned earlier that the OHCS will provide a room in its own office complex for the consultant as a local office for the JDS Project in Ghana.



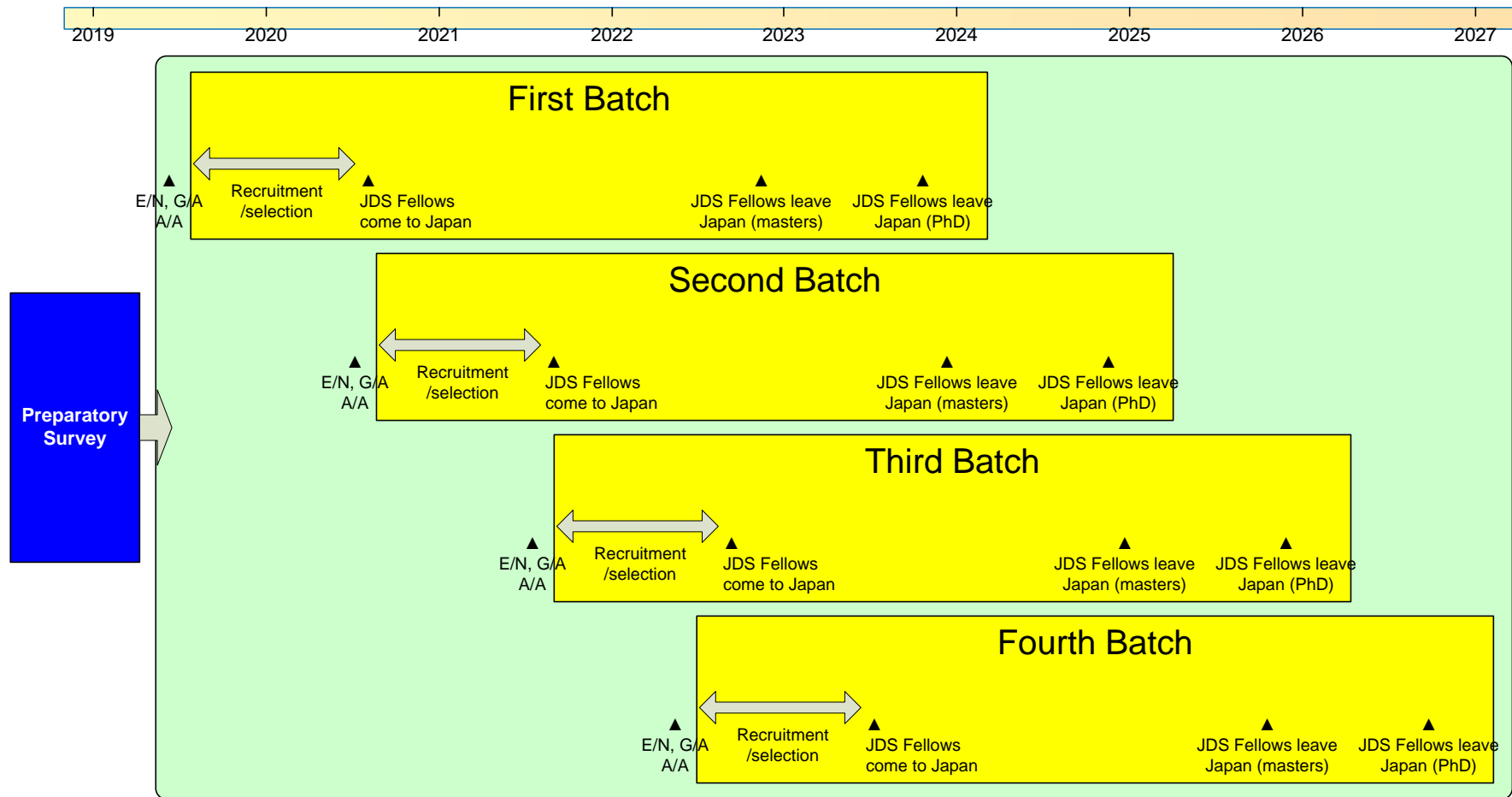
## (2) Roles of the Government of Ghana for the JDS Project

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

- The Ghanaian side will be actively involved in the recruitment and selection process to ensure excellent applicants
- As the implementing organization, the MOF will play a managerial role, including chairing the OC meetings which will be held twice a year.
- A meeting of the OC will be held to decide the successful applicants in the final selection process from initial application.
- The MOF will participate in consultation meetings between the lecturers of accepting universities travelling to Ghana and representatives of the target organizations.
- On the return of the JDS fellows to Ghana, the MOF will organize a debriefing meeting for the alumni to report on their achievements, etc. to establish the outcomes of their study in Japan. The MOF will make efforts to ensure that the alumni go back to their original ministries, etc. and are assigned positions in which their achievements under the JDS Project can be fully utilised.

## **2.6 Schedule for the JDS Project in Ghana**

The Preparatory Study conducted in FY 2018 has established the likely implementation schedule for the four batches of the JDS Project in Ghana in FY2020 thereafter as shown in Fig.-1. To be more precise, the Exchange of Notes (E/N) and Grant Agreement (G/A) will be signed each fiscal year for the relevant batch.



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

Fig.-1 JDS Project in Ghana (4 Batches)

## **CHAPTER 3 EXAMINATION OF THE RELEVANCE OF THE JDS PROJECT**

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

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

### **3.2 Data Related to the Indicators for Evaluation of the Project**

In Ghana JDS Project up to the second Phase, monitoring and evaluation were conducted periodically at various stages, namely before, during, and after study abroad to verify the extent to which the project goals were met and how the implementation process was.

As monitoring and evaluation items, there were three types.

- Changes in the abilities of JDS fellows and benefits to target organisations (surveys were conducted three times before, one year after coming to Japan, and after returning from Japan for JDS alumni, accepting university instructors, and supervisors of JDS fellows).
- Regarding life and academic aspects of JDS fellows in Japan (two questionnaire surveys were conducted for JDS fellows and university advisers one year after they came to Japan and after returning from Japan).
- Overall JDS Project in Ghana (two questionnaire surveys were conducted before coming to Japan and after returning to Ghana for JDS fellows and accepting university professors).

By responding to questionnaires by more participants, it was considered possible to more objectively evaluate the effectiveness of study abroad.

(1) Results of Monitoring and Evaluation of the JDS Project in Ghana

The average value of all responses was calculated for each item of the results of the questionnaire conducted over the past three years (for international students returning to Japan from FY2016 to FY2018).

1) Ability of JDS fellows

- i. Self-evaluation by JDS fellows (time of evaluation: before visiting Japan, one year after studying in Japan, and after returning from Japan, in scale of 10)

A questionnaire survey was conducted for JDS fellows to understand their skills (expertise, skills, problem-solving skills, logical thinking, judgment, etc.) and attitudes (discipline, ethics, sense of responsibility, enthusiasm, etc.) regarding development issues in the relevant field.

Compared to before visiting Japan, it can be confirmed that the ability of self-reporting has improved after visiting Japan. However, there is no clear difference in capacity change between one year after the arrival of Japan and after the return.

In descriptive responses, a number of responses were received, such as learning about problem-solving skills, adherence to time, understanding of diversity, and consideration for others and utilizing them in the current work, and sharing with supervisors and colleagues on matters learned in Japan, and it can be seen that they are benefiting not only individual students returning to Japan, but also organizations, indicating that positive results from studying abroad have emerged.

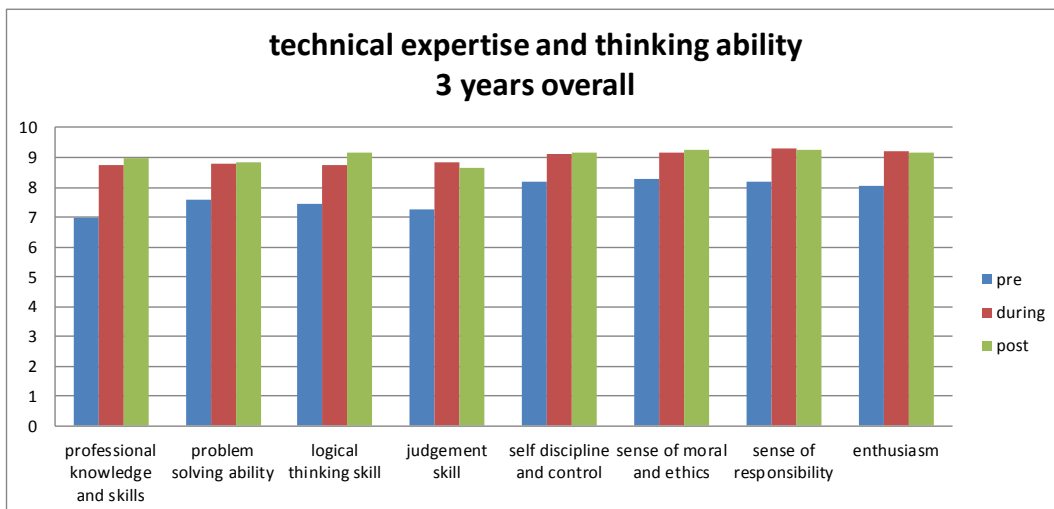


Fig.-2 Results of self evaluation by JDS Fellow  
(average for those fellows returned in FY2016 to FY2018)

- ii. Questionnaire to the professors in charge (time of evaluation: 1 year after studying in Japan, after returning from Japan, scale of 10)

Similar to the questionnaire survey to JDS fellows, a questionnaire survey was conducted on the skills (expertise and skills regarding development issues in the relevant field, problem-solving skills, logical thinking, judgment, etc.) and attitudes (discipline, ethics, responsibility, enthusiasm, etc.) by the accepting universities.

Comparing one year after studying in Japan with those after returning to Ghana, it is difficult to conclude a general trend, as there are both items whose values increased after returning to Ghana and items which are not.

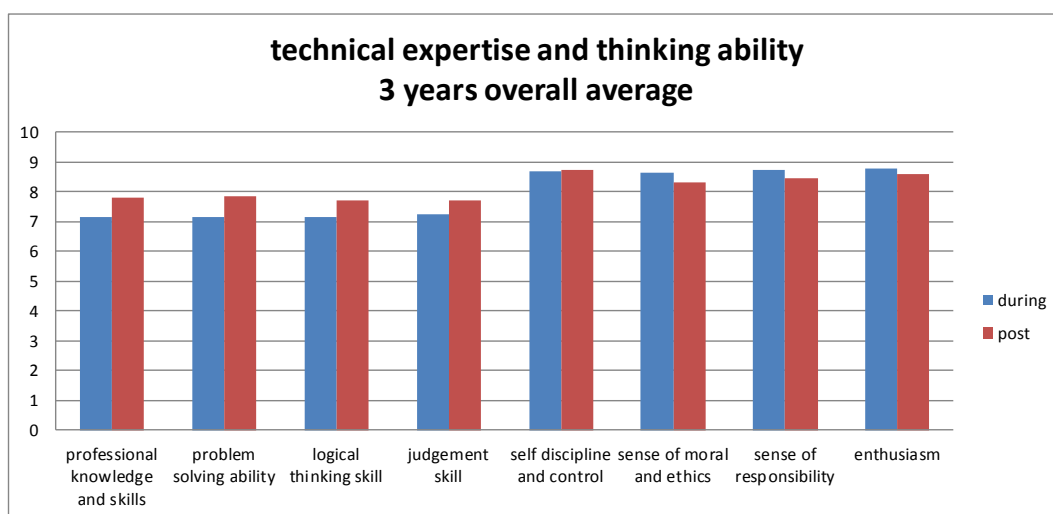


Fig.-3 Results of evaluation by professors  
(average for those fellows returned in FY2016 to FY2018)

- iii. Questionnaire results for supervisors (time of evaluation: before visiting Japan, after returning to Ghana, scale of 10)

The same questionnaire was conducted for the supervisors of JDS fellows. In general, supervisors tend to evaluate fellows after returning to Ghana more highly than before going to Japan. In the descriptive reply, some respondents highly appreciated the sense of responsibility of JDS fellows returning to their home countries for observing their time and carrying out their duties.

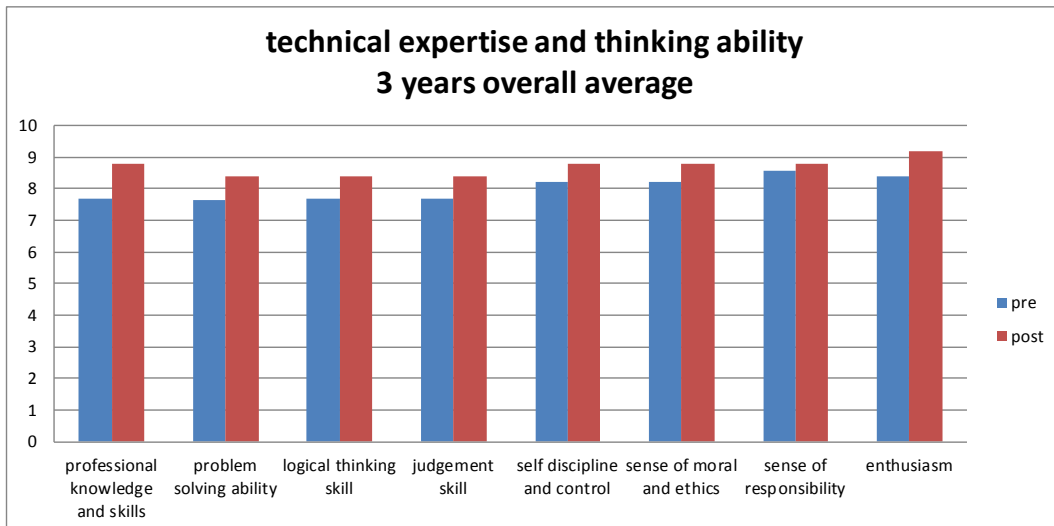


Fig.-4 Results of evaluation by supervisors  
(average for those fellows returned in FY2016 to FY2018)

2) Lifestyle and academic aspects of JDS fellows in Japan (time of evaluation: 1 year after study in Japan, after returning to Ghana, scale of 10)

A questionnaire was conducted to confirm the status of acquisition of knowledge regarding the resolution of development issues, the results of research, whether communication with professors was smooth, and whether there were problems while studying in Japan.

Fellows' satisfaction with their work and daily life tends to increase over time.

In the descriptive answers, positive opinions were received, such as the course was practical, the analytical methods and interpretations that they had learned are still useful for their work, and the method of writing the report was acquired.

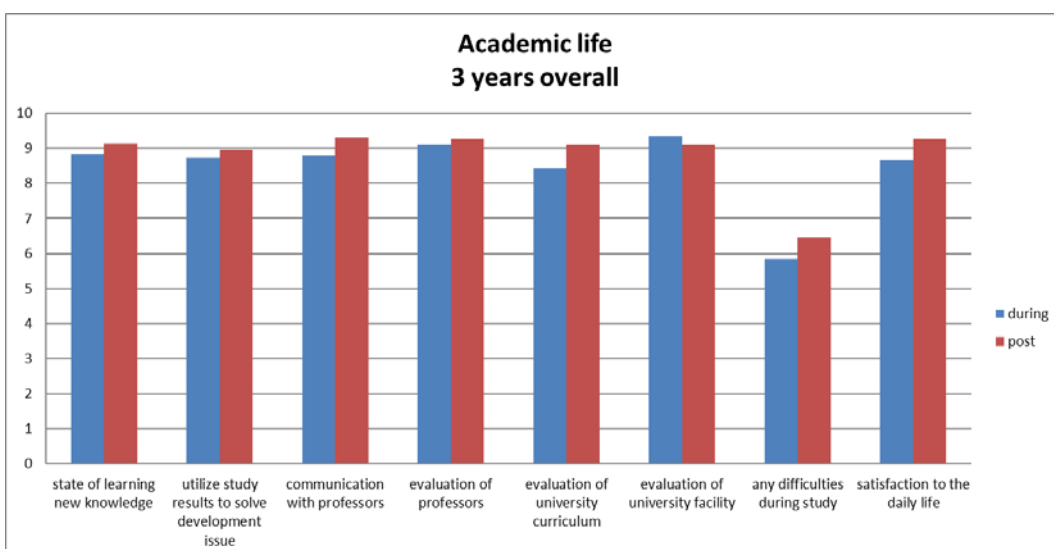


Fig.-5 Evaluation of academic life by JDS fellows  
(average for those fellows returned in FY2016 to FY2018)

### 3) Concerning Ghana JDS Project in general

JDS fellows returning to their home countries welcomed the strong support provided by the Agent and the high transparency of the selection process, while others said they would like to be paid for a temporary return to Ghana to collect data and for a domestic trip during vacation.

Though not limited to JDS Project in Ghana, the professors in charge of returned JDS fellows indicated that the operation of the JDS Project differed from that of other international student (long-term training) programs conducted by JICA and the JDS Project, such as whether or not they had a research student system and whether or not they had a spring entrance, so they wanted to unify the program.

### (2) Performance Indicators for the Third Phase of the JDS Project

Based on the above analysis, it is inevitable to say that the questionnaire was insufficient as data for verifying project objectives for the following reasons.

- The questionnaire survey of JDS fellows is based on subjective self-evaluation. Before arrival to Japan, one year after visiting Japan, and after returning to Japan, there were many persons with high scores at all levels, and it was difficult to understand the trend of changes in capabilities, etc. over time, such as before, during, and after visiting Japan.
- For accepting university professors, there were cases where the respondents differed in two questionnaires for reasons such as the inability to collect the results from professors or the replacement of professors, and it was difficult to see the secular changes in the abilities of JDS fellows.
- Similarly, in questionnaires to supervisors of JDS fellows, supervisors differed between before and after returning from Japan, and respondents often differed.

Hence for the Third Phase, the indicators listed in Table-16 are set for evaluation of the outcomes of the Project. As intermediate and long-term indicators can only be obtained several years after the return of the JDS fellows to Ghana, continuous follow-up will be arranged through the Project office to measure the positive effects of the study in Japan under the JDS Project.

Table-16 Performance Indicators for the Third Phase of the JDS Project in Ghana (Provisional)

Indicator (Provisional)	Method of Obtainment	Source	Remarks
<b>Quantitative Indicator</b>			
95% of the Ghanaian JDS fellows have obtained their respective academic degrees (master's or doctor's)	Copies of the certificate of graduation	JDS fellows	
<b>Qualitative Indicator</b>			
The return JDS fellows have regained their employment in positions in which they can make the best use of the knowledge, skills and human network built up during their study in Japan.	Interview Questionnaire	Alumni Superior at place of work	Short and inter-mediate-term (some three years after return)
Knowledge, skills and human network built-up during the study in Japan are utilised in the work after return to Ghana.	Interview Questionnaire	Alumni Superior at place of work	Short and inter-mediate-term (some three years after return)
80% or more <sup>29</sup> of the alumni have achieved the goals of an action plan prepared using the knowledge, skills, etc. acquired through the study in Japan for implementation after return to Ghana.	Interview Questionnaire Self-evaluation of the action plan	Alumni Superior at place of work	Number of years for which a returned JDS fellow is tied to the organization (four years in the case of a government office)
A business network is established between a returned JDS fellow and Japanese organizations/enterprises in Ghana (it may be the case that such a network with Japan cannot be established by certain organizations)	Interview Questionnaire	Alumni Superior at place of work JICA Embassy of Japan in Ghana Japan Chamber of Commerce in Ghana	

<sup>29</sup> This is the target value for achievement commonly adopted for a Japanese technical cooperation project.



As part of the evaluation exercise, training on PCM (project cycle management) will be provided for the JDS fellows prior to their return to Ghana. In this training, each JDS fellow will be asked to prepare an action plan to utilise the expert knowledge and skills he/she have acquired during his/her study in Japan to solve problems faced by Ghana, taking the usable resources of his/her position and the work environment on his/her return to Ghana into consideration. In this action plan, indicators for organizational and personal goals after a certain number of working years will be set. On return to Ghana, he/she will present the action plan to his/her work superior and OC members, etc. It is believed that the action plan will be refined through feed-back by the superior, etc. to make it realistically achievable and compatible with the purposes of the organization concerned. Regular monitoring of the progress of achieving the indicators specified in the action plan through interviews with the JDS fellow concerned and his/her superior, etc. will enable the achievements of the study in Japan to be steadily used to solve problems faced by Ghana and will also allow fairly reliable measurement of the effects of the JDS Project.

### **3.3 Pending Issues and Recommendations**

#### **(1) Effective Recruitment and Selection Method**

##### **1) Identification of the Target Groups for Human Resources Development and Encouragement of Applications by Individuals**

The assumed priority target groups for human resources development are listed below based on the results of this Preparatory Survey.

- Personnel in the priority areas and priority directorates, etc. listed in Table-12.
- PPBME Directorate of each target organization
- Counterparts for JICA projects currently in progress
- Female officers
- Personnel of organizations, directorates, etc. which are considered to be important for Japanese stakeholders (Embassy of Japan, JICA and Japanese subsidiaries in Ghana)

##### **2) Efforts to Gain More Female Applicants**

The female ratio of the JDS Project in Ghana up to the present has been 10 – 20% in terms of both the total number of applicants and total number of successful applicants, indicating that the ratio of female applicants for the JDS Project has been very low in view of the fact that the female ratio of civil servants is approximately 40% as shown in 2.2 Findings of the Preparatory Survey. There are several reasons for the low number of female applicants:

- The target age bracket for application corresponds to the child-raising years of women, making it difficult for them to leave their families behind for two years,

- Muslim women in particular often face family objections to their studying abroad without family members and
- the conventional emphasis of the JDS Project on technical officers makes it difficult for administrative officers, many of which are women, to apply.

To improve this situation, the Third Phase introduces new Components 1-2 and 1-3 targeting administrative officers so that many more women can apply.

There are other effective measures to increase the number of women at the application stage as listed below.

- A separate recruitment meeting for women should be held. A female returnee who studied in Japan despite being a mother with a young child (children) could be invited to this meeting as a guest speaker for a frank exchange of opinions. At the meeting, the participants and guest speaker should be encouraged to bring their husbands so that the husband of the guest speaker can talk about the positive impacts of his wife's study in Japan on not only her own career but also on her family.
- Each female participants of the recruitment meeting should be followed up to encourage actual application.
- For the recommendation of candidates, the personnel directorate of each ministry, etc. should be requested to give priority to women.
- The mathematics exercise question sheet should be distributed in advance to all hopeful applicants, including women, for advance preparation for the mathematics test. Teaching on basic mathematics should be arranged by the JDS Project Office in Ghana for those hoping for such teaching.

### 3) Addition of Target Organizations

It is essential to secure a sufficient number of applicants to be able to select capable candidates. The number of applicants for the JDS Project in Ghana has historically exceeded the quota by more than four times for each of the four components.

By component, some components have attracted many more applicants than others. The number of valid applicants two years ago (arrival in Japan in FY 2017) and last year (arrival in Japan in FY 2018) is shown in Table-17. The number of applicants in the economics sector is generally lower than other sectors. This is the reason why the scope of the target organizations has been widened for the economics sector along with the introduction of new components for administrative officers of which the number of applications has been rather low. Such efforts are believed to be effective for not only an increase of the number of female applicants but also to

open the door for administrative officers of the target organizations, including those working in the economics sector.

Table-17 Number of Valid Applicants in Recent Years

Sector	Quota	Arrivals in FY 2017		Arrivals in FY 2018	
		Number of Valid Applicants	Ratio of Applicants to Quota	Number of Valid Applicants	Ratio of Applicants to Quota
Economics	2	13	6.5 times	10	5 times
Health	3	43	14.3 times	36	12 times
Agriculture	3	32	10.7 times	22	7.3 times
Energy	2	11	5.5 times	14	7 times
Total	10	99	9.9 times	82	8.2 times

Source: Prepared by Japan Development Service based on data on past applicants.

#### 4) Ideas to Improve the Recruitment Home Page

The Preparatory Survey has found that all of the scholarship programmes of other donors require on-line application and only Japanese scholarship programmes, including the JDS Project, exclusively accept paper applications. As some of the target organizations in Ghana have requested on-line application, this issue should be considered in a proactive manner. Even if on-line application is permitted, however, paper application should continue in parallel because of the rather unstable Internet connection in Ghana.

The current recruitment home page for the JDS Project is exclusively dedicated to PCs. Many Ghanaians do not have a PC and smart phones are the popular choice for Internet connection. Therefore, a recruitment home page for mobile connection should preferably be introduced.

#### 5) Selection of Ph.D. Course Applicants, Taking the Needs of the Target Organizations Into Consideration

From the Third Phase, one JDS fellow is accepted to study for a Ph.D. As mentioned earlier, the Human Resources Development and Management Directorates at the central government level have identified a strong need for Ph.Ds. in the economics and health sectors while the agriculture and energy sectors are cautious about introducing a Ph.D. course. Meanwhile, a Ph.D. course is generally welcomed at the agency level regardless of the sector. When there are multiple applicants for a Ph.D. course, it is preferable for the OC to select the successful applicant taking the actual needs of the target organizations into consideration.

#### (2) Follow-up and plan of follow-up for Alumni

The JDS Project Office in Ghana constantly monitors the situation of JDS alumni in terms of the latest division, job title, contact, and job description, and its activities include (i) encouraging alumni to participate in various events, seminars and exchange meetings by providing the relevant information in collaboration with the Embassy of Japan and association of Japanese

subsidiaries in Ghana and (ii) inviting alumni to such events as workshops, etc. as guest speakers. There have been several cases where the introduction of a returned JDS fellow in response to a request made by a private enterprise has led to regular contact and the subsequent launch of a new business. There are also cases of introducing a returned JDS fellow to the Embassy of Japan in Ghana or JICA Ghana Office with the JDS fellow becoming the contact between these organizations and his/her own government office. As the number of alumni steadily increases in the coming years, intensification of the follow-up activities for alumni from The Third Phase is proposed to promote constant exchanges. For this purpose, the JDS Project Office in Ghana should not only maintain the latest information on the place of work and position of each returned JDS fellow in its database but should also maintain regular contact, including invitation to various events. This office should be capable of matching whenever an enquiry is made by a Japanese public organization (Embassy of Japan, JICA, etc.) or private enterprise and also of utilising the existing human network and know-how in an all-Japan approach.

Moreover, as mentioned in “3.2 Data Related to the Indicators for Evaluation of the Project”. Project office will continuously follow-up and obtain mid- to long-term achievement indicators, thereby monitors the outcome of studying in Japan.

### (3) Other proposals

#### 1) Enhancement of the OC Functions

The Ghanaian members of the OC have so far mainly focused on the selection process and such events as sending-off parties, debriefing meetings on return, etc. In the coming years, however, it is hoped that the deployment of returned JDS fellow to appropriate positions will be facilitated through enhancement of the functions of the OC based on a stronger commitment of the Ghanaian OC members. Up to the Second Phase, the Ghanaian OC members were the MOF, MOH and GHS, because initially JDS Project targeted only economics and health sectors. It has been decided to remove the MOH and GHS from the OC and to add the OHCS as a new member from the Third Phase. As the OHCS is the organization responsible for the personnel affairs and human resources development of civil servants, it is expected to work with the target organizations regarding the deployment of alumni to positions where the achievements of their study in Japan can be best utilised and also to ensure the selection of worthy civil servants for the purpose of human resources development in Ghana from an objective, fair and equal viewpoint.

#### 2) Monitoring, Welfare and Guidance

Every effort will be made to provide detailed support for the JDS fellows after their arrival in Japan so that they do not have any anxiety regarding their unfamiliar life in Japan. Particular attention will be paid to the following points based on past experience of dealing with Ghanaian JDS fellows.

As many JDS fellows are likely to live alone in an apartment, guidance on life in Japan will focus on such matters which could possibly cause problems as lack of punctuality, unique features of renting an apartment in Japan (bond, key money, etc.) and rules for apartment living (no noise at night, disposal of waste, no additional dwellers for a single dwelling contract, etc.)

The JDS fellows will also be reminded not to commit such harassment which has become a social problem in Japan in recent years as sexual harassment and power harassment and also not to be tempted by plagiarism when writing a thesis because of their weak understanding that this is not permitted as it did occur in the past with another scholarship programme.

During their stay in Japan, each JDS fellow will be visited by an agent every three months. This monitoring will involve interviews with both his/her supervisor and the JDS fellow concerned. All JDS fellows will be reminded of the various cautions mentioned above during these interviews.

As part of the project, the invitation of the Ghanaian OC members to Japan (for an approximately period of one week) is proposed to visit and exchange opinions with the accepting universities and JDS fellows studying in Japan. Opportunities will also be arranged to exchange opinions with the relevant Japanese government ministries and local governments. It is believed that these additional activities will develop a sense of familiarity with Japan on the part of the Ghanaian OC members and will help them to understand the benefits of sending Ghanaian civil servants to Japan for study with the effect of encouraging them to actively participate in future OC activities.

### 3) Pre-departure orientation, post arrival orientation, and added value activities

To differentiate from other scholarship programmes, the JDS fellows selected by an individual approach at the recruitment and selection stage to encourage their application as described earlier will participate in various events prior to their departure to Japan and after their arrival in Japan to create added value for the JDS Project. To be more precise, a friend of Japan and leadership development training is planned along with opportunity events.

Table-18 Development of added value activity for the JDS Project (Provisional)

Event	Timing (Provisional)	Description
Friend of Japan and Leadership Development Training	Post-arrival orientation; pre-return to Ghana, etc.	Experiences unique to Japan will be encouraged along with the learning of Kaizen which has assisted the development of Japan so that JDS fellows can develop the leadership abilities required of government officials to contribute to the solving of the problems faced by Ghana.
Japanese training	Pre-departure orientation, and post-arrival orientation	JDS Fellows will learn basic Japanese to facilitate communication with as many Japanese people as possible.
Networking with Japanese stake holders, and opportunity Events	Pre-departure orientation, during the long holiday period, etc. for JDS fellows studying in Japan	<ul style="list-style-type: none"> <li>• Activities to create a network (personal relationships) with Japanese stakeholders will be conducted.</li> <li>• JDS fellows will experience various events to develop a basis for their becoming friends of Japan.</li> <li>• JDS fellows will participate in domestic training relating to their own research fields to understand the current situation in these fields in Japan.</li> </ul>

The friend of Japan and leadership development training will be conducted during the long holiday period and prior to return to Ghana. One idea for this training is to teach the JDS fellows Kaizen techniques which will help them to solve the problems faced by their own organizations. The learning of these techniques by the JDS fellows is expected to improve the efficiency of their places of work with less wasteful time, etc. and also the quality of their work. Such positive effects will lead to a change of the way of thinking of administrative organizations, contributing to the sharing and solving of the problems faced by these organizations. As part of the practical training, visits to enterprises and local governments practicing Kaizen will be considered.

As described in 3.2, training on PDM will be provided prior to return to Ghana to teach the JDS fellows how to analyse and solve problems. In this training, problems will be analysed to solve core problems. The problem analysis results will be used to conduct a means-ends analysis to find means to solve the identified problems. This will then be followed by the selection of a viable project and its inputs based on the available resources and indicators will be introduced to measure the progress and achievements. The overall framework of the conceived project will be compiled as a PDM (Project Design Matrix). Such thinking can be directly and indirectly applied to research work at a university. In the pre-return training, each JDS fellow will be asked to prepare an action plan to state how to utilise the expert knowledge and skills acquired during his/her study in Japan to solve the problems in Ghana, taking the resources available to his/her position and work environment on return to Ghana into consideration. The preparation of an action plan will make it possible that the outcomes of the study in Japan will be steadily steered to solve the problems in Ghana. Moreover, regular monitoring of the state of achievement of the indicators, etc. will enable measurement of the effects of the JDS Project.

The additional opportunity for JDS fellows to learn basic Japanese language during the post-arrival orientation should enable them to develop strong affinity towards Japan and also create a network with many Japanese people.

JDS fellows studying in Japan and alumni were interviewed on their opinions as to what opportunity events are beneficial for those studying in Japan and the following events were mentioned.

- Participation in academic conferences
- Internship at a Japanese enterprise or public organization
- Training program regarding KAIZEN and six sigma
- History of the post-war reconstruction of Japan and its adaptation to developing countries
- Project management
- Policy planning, implementation and evaluation methods
- Study visits to organizations relevant to the specialist fields of the JDS fellows (example: participants by those from the BOG in a tour to the Mint Bureau)

- Participation as volunteers
- Learning of Japanese ethics and morality

The planning and implementation of highly value-added training, taking the above preferences into consideration, is desirable.

### **3.4 Consistency of the JDS Project with Development Issues and Development Cooperation Policy**

#### **(1) Status of the Target Fields/Development Issues of the JDS Project Vis-à-Vis the Development Strategy of Ghana and Development Cooperation Policy of Japan**

The JDS Project in Ghana aims at enhancing the administrative ability of government officials and their organizations and has four components: i. support to strengthen the capacity to administer economic policies, ii. improvement of the basic living environment, iii. rice production and agriculture development support and iv. energy development support.

The Long-Term National Development Plan for Ghana with a plan period of 40 years calls for “Eradication of noncompliance with laws and corruption in the public sector and strengthening of institutions and morale” under the goal of “Build effective, efficient and dynamic institutions”.

Meanwhile, Japan’s latest Country Assistance Policy for the Republic of Ghana (FY 2012) adopts “Promotion of dynamic economic growth which widely benefits the people” as the primary goal and lists four priority areas as secondary goals. These are “Agriculture (rice cultivation)”, “Infrastructure (electricity and transport)”, “Health and Science/Mathematics Education” and “Capacity Development of Government of Ghana for Administrative and Financial Management” as outlined in Table-3 and Japanese cooperation projects have been implemented based on these priorities. The JDS Project in Ghana is considered a project under the secondary goals of “Capacity Development of Government of Ghana for Administrative and Financial Management”.

As the JDS Project in Ghana aims at enhancing the administrative ability of government officials and their organizations, it is compatible with the national policy of Ghana and Japan’s development cooperation policy for Ghana.

#### **(2) Relevance of the Selected Components**

As the development of human resources capable of formulating and implementing appropriate policies to ensure the further sustainable development of Ghana are required in all six components, the selection of these components is highly relevant.

## 1) Support for Strengthening the Capacity to Administer Economic Policies

One of the goals of the Long-Term National Development Plan for Ghana (2018 – 2057) prepared by the Government of Ghana is “Build an industrialised, inclusive and resilient economy”, calling for “extension of the benefits of economic growth to local areas” and “participation of the socially vulnerable in economic activities” among other agendas. Ghana’s public debt which is equivalent to 68.6% of the GDP as of 2017 is high, making the establishment of government discipline and debt management urgent issues for the new administration which came into power in 2017. The economy of Ghana relies on the export of primary products while importing many final products and the unemployment rate is high, making the development of domestic manufacturing industries essential. Because of this situation, the fostering of human resources which are capable of handling industrial promotion policies and economic policies from the medium and long-term perspectives is an urgent task.

For financial management at ministries, the Ghana Integrated Financial Management Information System (GIFMIS) has been introduced under the leadership of the MOE to strengthen the control of expenditure. However, it is still necessary to enforce budget preparation and income and expenditure control based on the available resources and policies of each ministry and to enhance the ability to manage public finance, including the accounting procedure, of individual government officials. Even though Ghana has been trying to enhance the abilities of civil servants since the 1980’s as part of its public sector reform, such enhancement still remains an important task. In the midst of the ongoing decentralisation of administrative matters in Ghana, the legal framework, etc. for the decentralised system is being developed. Nevertheless, the abilities of administrative officers have not yet been sufficiently improved.

The introduction of Components 1-2 and 1-3 is considered to be significant in the sense that these components will open the door for administrative officers, including female officers, who play an important role in the planning, monitoring and evaluation of government policies.

The introduction of this sub-programme is, therefore, consistent with the need to develop human resources (civil servants) in Ghana.

## 2) Support for Strengthening the Capacity to Implement Health Policies

Ghana failed to achieve health-related Millennium Development Goals No. 4 (reduction of child mortality) and No. 5 (improvement of maternal health) by 2015, the target year. As a lower middle income country, Ghana faces the task of dealing with both infectious and non-infectious diseases related to maternal and child health because of changes of the demography and disease structure. Among African countries, Ghana has a relatively long average life expectancy, making it a leading African country in terms of an ageing society. Economic growth appears to have exacerbated the access gap to the health service which is widening between regions and between



different income groups although Ghana is expected to contribute to strengthening of Africa's preparedness to deal with a health crisis, typically presented by Ebola haemorrhagic fever. Meanwhile, Ghana lists "improved access to high quality seamless access to the health service in all regions and by all age groups" as part of its efforts to achieve universal health coverage (UHC).

Against this background, it has become important to develop administrative human resources to tackle various problems from the medium to long-term perspectives. Accordingly, support to develop the monitoring and evaluation capability regarding health policies through the fostering of young health administrators is judged to be highly significant as it can contribute to the achievement of the SDGs and is consistent with the development plan for the health sector.

### 3) Support for Agricultural Policies

Agriculture is a key industry in Ghana, accounting for some 50% of employment and 20% of the GDP.<sup>30</sup> As agriculture plays an important role in the economic growth of the country and livelihood for many households, support for agriculture remains important. Rice in particular is the staple food in Ghana, the consumption volume of which has been increasing in recent years while production lags behind the demand. The ratio of imported rice has been steadily increasing from 45% in 2014 to 53% in 2017.<sup>31</sup> Domestically produced rice is more expensive and of an inferior quality compared to imported rice. Improvement of the productivity of domestic rice production and improvement of domestic rice in terms of both price and quality have become challenging issues from the economic viewpoint as well as the viewpoint of food security. It is, therefore, important to foster young government officials who can engage in agricultural policies with knowledge and vision to develop Ghanaian agriculture in a sustainable manner.

### 4) Support for Energy Policies

There are increasing expectations in Ghana for revenue from such resources as mining resources (gold, bauxite, etc.) as well as crude oil and natural gas, the production of which began fairly recently. It is important to consider the likely impacts of crude oil production on government finance and the national economy. Meanwhile, economic growth and the improvement of national life, etc. have pushed up Ghana's energy demand, causing a chronic power supply shortage in recent years. There is still a significant gap between urban and rural areas and the Government of Ghana has made a sufficient power supply for all industries and households its highest priority. Under these circumstances, there are some urgent tasks, including an increase of the generation capacity, improvement of the electrification rate, rural electrification, rehabilitation and the building up of transmission and distribution facilities and the introduction of an appropriate electricity tariff, making the development of human resources which are capable of conducting the planning,

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<sup>30</sup> MOFA (<https://www.mofa.go.jp/mofa/area/ghana/data.html>)

<sup>31</sup> MOFA, Agricultural Sector Progress Report 2017

verification and revision of resources and energy policies important. The inclusion of this sector as a component of the JDS Project in Ghana is, therefore, appropriate.

### (3) Conclusion on Relevance

Having examined the various points raised above, the implementation of the JDS Project in Ghana is judged to be highly relevant. The JDS Project in Ghana aims at achieving the capacity development of young government officials involved in policy planning and of the target organizations to which the said officials belong. As such, it is consistent with the higher plan of Ghana and also with a priority area for Japanese assistance and, therefore, its overall relevance is extremely high. Study of the historical policy changes, cases of policy application, etc. in Japan which joined the ranks of advanced countries through quick industrialisation after post-war poverty unlike other advanced countries can provide lessons for JDS fellows from Ghana for their formulation of Ghanaian policies in the future. The selection of economics, health, agriculture and energy as components of the JDS Project is judged to contribute to the development of human resources capable of planning and implementing policies in an appropriate manner as these sectors are the pillars of the national development plan of Ghana as well as priority sectors for Japanese assistance. Furthermore, based on the supplementary survey results on the need for human resources development by the target organizations, there were requests from HR divisions of each ministry for the research topic in public administration, finance, IT, law, policy formulation, policy monitoring and evaluation, as well as those themes for administrative officers and themes common for all government officers, the purpose of the JDS Project to improve the administrative capacity of government officials is consistent with the request made by the Government of Ghana.

## **3.5 Conclusions**

The Project for Human Resource Development Scholarship in the Republic of Ghana is expected to contribute to not only solving various development issues of the country through enhanced policy planning and project management capacity of individual government officials and target organizations but also to strengthening of the future partnership between Ghana and Japan through the creation of human networks. The Project is consistent with the national development policy of Ghana and Japan's cooperation policy. The selection of the target sectors is appropriate as these sectors correspond to the human resources development need of Ghana. Therefore, the relevance of the Project is very high. The Government of Ghana fully understands its role in the Project as well as its undertakings for the Project and there do not appear to be any problems regarding the project implementation system on the part of the Government of Ghana. However, as mentioned in 3.3 Pending Issues and Recommendations, the improvement and consolidation of the following points should make the implementation of the Project smoother and more effective.

(1) Recruitment and selection activities

- Identification of the target groups for human resources development and encouragement of applications by individuals
- Efforts to obtain more female applicants
- Addition of target organizations
- Ideas to improve the recruitment home page
- Selection of PhD candidates based on the needs of target organizations

(2) Enhancement of the follow-up activities for alumni

- Enhancement of networking activities involving alumni

(3) Other proposals

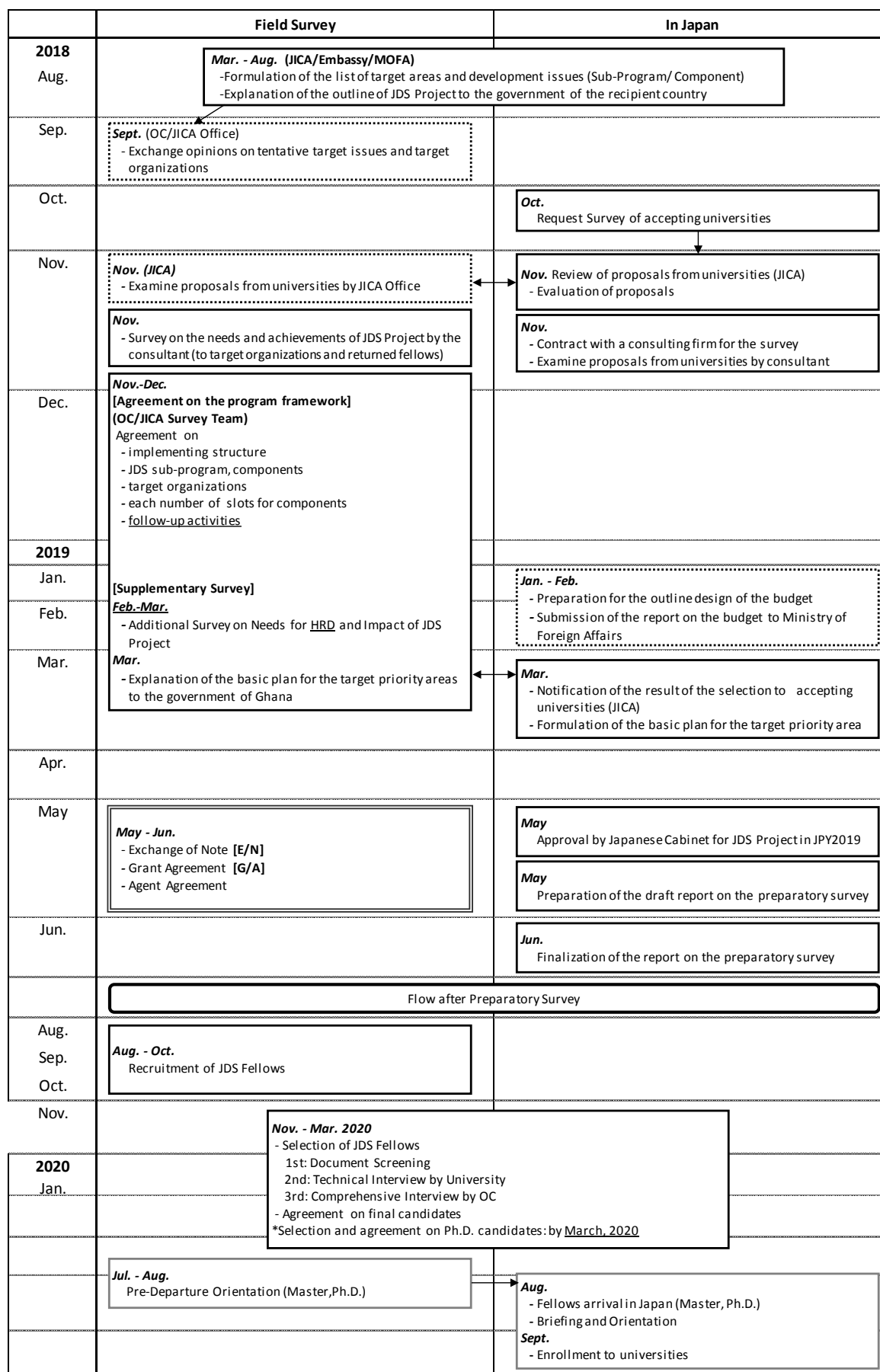
- Enhancement of the OC functions
- Monitoring, welfare and guidance
- Enhancement of the added value activities for the JDS Project

# **APPENDICES**

**Appendix 1 List of the Preparatory Survey Team Members**

Name	Organization and Position	Assigned Work
Government Members		
Shintaro Takano	Planning Officer, Implementation Supervision Division 2, Financial Cooperation Implementation Department, JICA	Team Leader
Miho Matsumoto	Staff Member, Implementation Supervision Division 2, Financial Cooperation Implementation Department, JICA	Cooperation Planning
Consultant Members		
Yoko Iizuka	Director, Consulting Division, Japan Development Service, Co. Ltd.	Chief Consultant/ Human Resources Development Planning
Kiyomi Eguma	Senior Consultant, Consulting Division, Japan Development Service, Co. Ltd.	Planning of Study in Japan
Yoichi Inoue	Senior Consultant, Consulting Division, Japan Development Service, Co. Ltd.	University Liaison
Ayumi Hamada	Japan Development Service, Co. Ltd.	Cost Estimation

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



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

Date	Organization	Interviewee(s)
13 <sup>th</sup> November, 2019 (Tuesday)	OHCS	Mr. John Yao Agbeko, Director, Recruitment, Training Development
	JICA	Mr. Masato Fukuhara (Office staff)
14 <sup>th</sup> November (Wednesday)	MOFA	Mr. Lawoetey Tattey, HR Director
	OHLGS	Mr. Jamaes Oppong-Mensah, Chief
15 <sup>th</sup> November (Thursday)	KOICA	Mr. Seungmin Oh, Deputy Country Director
16 <sup>th</sup> November (Friday)	MoGCSP	Dr. Afisah Zakaria, Chief Director
	MoE	Ms. Monica Asare, Director, Human Resource
	Returned JDS fellow	Mr. Desmond Avemegah, Ministry of Finance
19 <sup>th</sup> November (Monday)	Embassy of Japan	Mr. Hiroki Yamashita (First Secretary (in Charge of Development Cooperation)) Mr. Mitsuyoshi Asada (Researcher/ Adviser)
	MOF	Mr. Louis Kwame Amo, Head of Cooperation
20 <sup>th</sup> November (Tuesday)	GHS	Mr. Francis Victor Ekey, Deputy Director, Human Resource Directorate
	OHCS	Mr. John Yao Agbeko, Director, Recruitment, Training, & Development,
22 <sup>nd</sup> November (Thursday)	JICA	Mr. Hirofumi Hoshi (Chief Representative) Ms. Maki Ozawa (Deputy Chief Representative)
	MoE	Ms. Monica Asare, Director, Human Resource
	MOFA	Mr. Lawoetey Tattey, HR Director 他
23 <sup>rd</sup> November (Friday)	Returned JDS fellow (MOH)	Mr. Samuel Laari, MOH
	Returned JDS fellow (MOFA)	Mr. Ernest Nkansah, MOFA
	Returned JDS fellow (ECG)	Mr. Anthony Nyamekeh-Armoh, ECG
26 <sup>th</sup> November (Monday)	JICA	Mr. Masasi Yamamoto Mr. Masato Fukuhara (Office staff; Energy)
	JICA	Mr. Kazunori Miyasaka (Staff member: Health)
	ECG	Ms. Flora Colerangle, Division Manager, Human Resource Directorate, Manpower Planning & Training
	Returned JDS fellow (BOG)	Mr. Kwadwo Amponsah, BOG
27 <sup>th</sup> November (Tuesday)	GHS	Dr. Margaret M. Chebere, Director, Human Resource Directorate
	JICA	Mr. Hiroto Kondo (Staff member: Industry & Agriculture)
28 <sup>th</sup> November (Wednesday)	GIDA	Mr. Chris Benee, Director, Operations
	BOG	Ms. Gloria Darline Quartey, Director, Human Resource & Capacity Development Department
29 <sup>th</sup> November (Thursday)	MOF	Ms. Felicia Gyamfi Ashley, Technical Advisor, Director of General Administration
	MOTI	Mr. Augustine Safi, Deputy Director, Human Resource Development and Management
	MOH	Mr. Lawrence Odartey Lawson, Deputy Director, Human Resource Development and Management
30 <sup>th</sup> November (Friday)	Christian Health Association of Ghana (CHAG)	Mr. Samuel B. K. Nugblega, Technical Advisor, Leadership and Governance and Human Resource
	JICA	Ms. Maki Ozawa (Deputy Chief Representative) Mr. Masato Fukuhara (Office staff)
4 <sup>th</sup> December (Monday)	VRA	Ms. Jane Kumi, Manager, Training & Succession Mgmt., Human Resource Department Ms. Yvonne Attipoe HR Officer, Training & Succession Mgmt., Human Resource Department

## Appendix 4 Minutes of Discussions (M/D)

### MINUTES OF DISCUSSIONS ON THE PREPARATORY SURVEY OF THE PROJECT FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP TO THE REPUBLIC OF GHANA

In response to a request from the Government of the Republic of Ghana (hereinafter referred to as “Ghana”), 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 Ghana.


In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) to Accra from November 18th to 22nd, 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.

Accra, February 28th, 2019



HOSHI Hirofumi  
Chief Representative  
JICA Ghana Office



Hon. Charles Adu Boahen  
Deputy Minister (Finance)  
Ministry of Finance



**I. Objective of the Preparatory Survey**

The Ghana 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 Ghana
- (3) To explain the outline of the JDS Project to the relevant parties of Ghana
- (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 Ghana side confirmed that the JDS Project is implemented under “Flowchart of JDS Project for the Succeeding Four Batches (ANNEX 2)”.

**2. Implementation Coordination**

In order to strengthen coordination with human resource strategy for government officials of Ghana, the Team proposed to modify the member of Operating Committee as follows. The Ghana side accepted the proposed Operating Committee.

(1) Implementing Organization

Ministry of Finance of the Republic of Ghana (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

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

Ghana side

- MOF (Chair)
- Office of the Head of the Civil Service

Japanese side

- Embassy of Japan in the Republic of Ghana
- JICA Ghana 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 :

Improvement of administrative capacities and institutional development

Development Issue as Component

- 1-1. Support for strengthening capacities for administering economic policies and public financial management for Economist

Development Issue as Component

- 1-2. Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator

Development Issue as Component

- 1-3. Support for strengthening capacities for public administration

Priority Area as Sub-Program 2 :

Revitalization of rural areas

Development Issue as Component

- 2-1. Improvement of basic living environment (Support for strengthening capacities for implementing health policies)

Priority Area as Sub-Program 3 :

Agriculture/ Rural Development

Development Issue as Component

- 3-1. Rice Production and Agriculture Development Support

Priority Area as Sub-Program 4 :

Natural Resources and Energy Policy

Development Issue as Component

- 4-1. Energy Development Support

**4. Target Organizations**

Based on the discussion held between the both parties, the target organizations were identified as ANNEX 3 "Framework of Acceptance for the Program for Human Resource

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Development Scholarship (JDS) in Ghana”.

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 2020 shall be at twelve (12) and this number would indicate the maximum number per batch for four batches, from Japanese fiscal year 2020 to 2023.

**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 Ghana.

- 1) Development Issue as Component :
  - 1-1. Support for strengthening capacities for administering economic policies and public financial management for Economist  
University:  
Kobe University, Graduate School of International Cooperation Studies (2 slots)
- 2) Development Issue as Component :
  - 1-2. Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator  
University:  
Nagoya University, Graduate School of International Development (2 slots)
- 3) Development Issue as Component :
  - 1-3. Support for strengthening capacities for public administration  
University:  
Ritsumeikan University, Graduate School of International Relations (2 slots)
- 4) Development Issue as Component :
  - 2-1. Improvement of basic living environment (Support for strengthening capacities for implementing health policies)  
University:  
Nagasaki University, School of Tropical Medicine and Global Health (2 slots)
- 5) Development Issue as Component :
  - 3-1. Rice Production and Agriculture Development Support  
University:  
Kyushu University, Graduate School of Bioresource and Bioenvironmental Studies (2 slots)
- 6) Development Issue as Component :

4-1. Energy Development Support

University:

Hiroshima University, Graduate School for International Development and Cooperation (2 slots)

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

The Team explained that PhD Program could be also introduced in Ghana after confirmation of its needs in target organizations in order to contribute to development of the country. PhD program would be offered at most 1 slot per batch for former JDS Fellow.

**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 Ghana side.

**2. Monitoring and Evaluation**

It was agreed that monitoring and evaluation of JDS graduates should be done actively by the Government of Ghana 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. Ghana side was delighted at the recommendation to participate in the monitoring mission.

**3. Increase in age limit of applicants (Master's Program)**

It was agreed by both parties to increase the age limit of applicants from the current age of under 40 to under 42 (as of April 1<sup>st</sup> of the year commencing the study).

**4. Project office in Ghana**

The Ghana side agreed to provide working space for the Agent which implements the JDS Project at Office of the Head of the Civil Service.

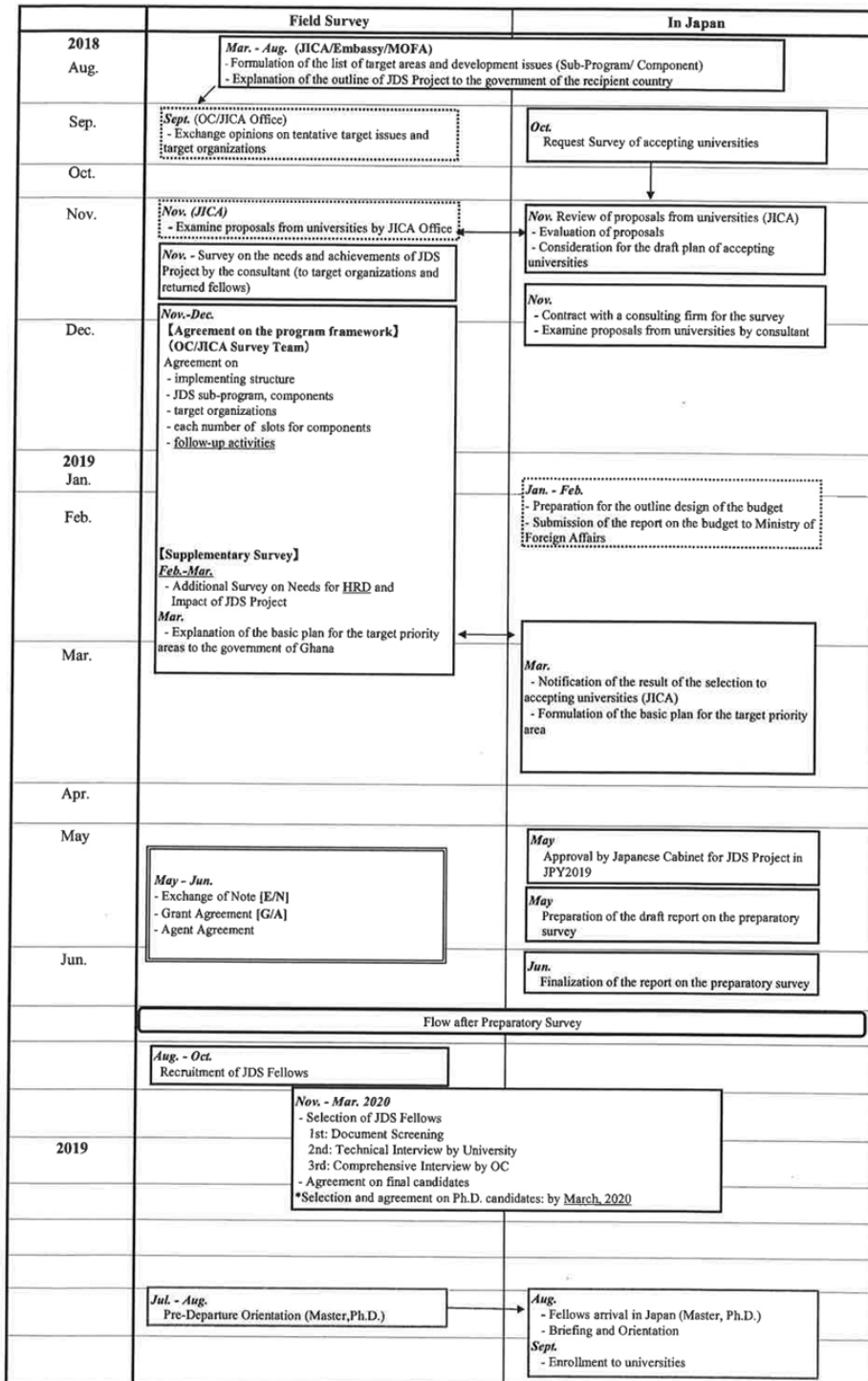
- ANNEX 1: Flowchart of the Preparatory Survey
- ANNEX 2: Flowchart of JDS Project for the Succeeding Four Batches
- ANNEX 3: Framework of Acceptance for the Program for Human Resource Development  
Scholarship (JDS) in Ghana
- ANNEX 4: JDS Basic Plan for the Target Priority Area (Draft)
- ANNEX 5: Undertakings of the Project (Draft)

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Flowchart of the Preparatory Survey

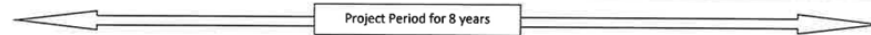
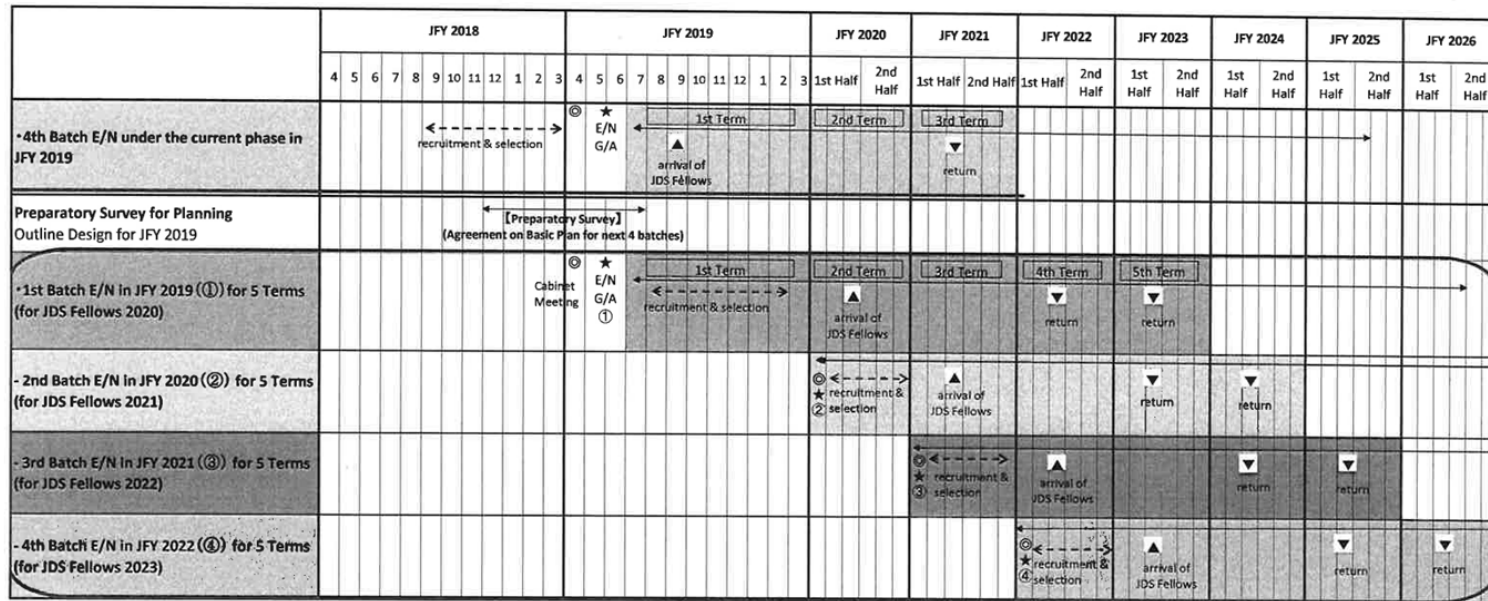
ANNEX 1



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Flowchart of JDS Project for the Succeeding Four Batches



- ⊙: Cabinet Meeting
- ★: Exchange of Notes (E/N), Grant Agreement (G/A)
- ▲: Arrival
- ▼: Return to the country

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A Framework of Acceptance for the Program for Human Resource Development Scholarship (JDS) in Ghana

Sub-program	Component	University/Faculty	Number of persons accepted	Assumed human resource development needs	Assumed research areas	Target organizations (Newly added organizations are in bold <i>italics</i> .)
1 Improvement of administrative capacities and institutional development	1-1 <b>Support for strengthening capacities for administering economic policies and public financial management for Economist</b>	Kobe University Graduate School of International Cooperation Studies (GSICS)	8 persons <b>(2 persons)</b> 4 batches	Strengthening of officials' capabilities of financial management mainly targeting government officials at MOF, departments/agencies under MOF and BOG.	<ul style="list-style-type: none"> <li>Public finance management</li> <li>Economic policy</li> <li>Trade policy</li> <li>Investment policy</li> <li>Debt Management</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Finance (MoF)</li> <li>Other departments/agencies in Component 1-1.</li> <li>Bank of Ghana (BOG)</li> </ul>
	1-2 <b>Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator</b>	Nagoya University Graduate School of International Development (GSID)	8 persons <b>(2 persons)</b> 4 batches	Strengthening of officials' capabilities of public administration mainly targeting government officials in charge of budget in PPBME.	<ul style="list-style-type: none"> <li>Public finance management</li> <li>Debt management</li> <li>Financial policy</li> </ul>	<ul style="list-style-type: none"> <li>All target organizations in Component 1-1, Component 2-1, Component 3-1, and Component 4-1.</li> <li>National Development Planning Commission (NDPC)</li> <li>Ghana Statistical Service (GSS)</li> <li>Ministry of Foreign Affairs and Regional Integration (MFARI)</li> <li>Ministry of Trade and Industry (MoTI)</li> <li>Ghana Investment Promotion Centre (GIPC)</li> <li>Ministry of Local Government and Rural Development (MLGRD)</li> <li>Ministry of Planning (MOP)</li> <li>Office of the Head of the Civil Service (OHCS)</li> <li>Office of the Head of the Local Government Service (OHLGS)</li> <li>Ministry of Roads and Highways</li> <li>Other departments/agencies under the ministries in Component 1-2 and Component 1-3.</li> </ul>
	1-3 <b>Support for strengthening capacities for public administration</b>	Ritsumeikan University Graduate School of International Relations	8 persons <b>(2 persons)</b> 4 batches	Strengthening of officials' capabilities of public administration mainly targeting government officials on policy planning in PPBME.	<ul style="list-style-type: none"> <li>Public policy</li> <li>Public administration</li> </ul>	
2 Revitalization of rural areas	2-1 <b>Improvement of basic living environment (support for strengthening capacities for implementing health policy)</b>	Nagasaki University School of Tropical Medicine and Global Health (TMGH)	8 persons <b>(2 persons)</b> 4 batches	Building of capacities of government officials that can contribute to planning of health policies and the like.	<ul style="list-style-type: none"> <li>Maternal and child health</li> <li>Community health</li> <li>Formulation, monitoring and evaluation of health policies</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Health (MOH)</li> <li>Ghana Health Service (GHS)</li> <li>Other departments/agencies of Health</li> </ul>
3 Agriculture/rural development	3-1 <b>Rice production and agriculture development support</b>	Kyushu University Graduate School of Bioresource and Bioenvironmental Sciences	8 persons <b>(2 persons)</b> 4 batches	Strengthening of capacities of policymakers that contribute to the construction of rice production value chains	<ul style="list-style-type: none"> <li>Agricultural crop distribution policy</li> <li>Agricultural mechanization administration/agricultural mechanization company management</li> <li>Rice production infrastructure development and rice quality control</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Food and Agriculture (MOFA)</li> <li>Ghana Irrigation Development Authority (GIDA)</li> <li>Other departments/agencies of Agriculture</li> </ul>
4 Natural resources and energy	4-1 <b>Energy development support</b>	Hiroshima University Interdisciplinary Graduate School of Engineering Sciences (IGSES)	8 persons <b>(2 persons)</b> 4 batches	Training of policy makers in the natural resources/energy sector (oil and gas resources, power)	<ul style="list-style-type: none"> <li>Policies in the resource sector</li> <li>Energy policy (oil and gas resources)</li> <li>Energy policy (electric power)</li> <li>Energy sector (electric power) - engineering</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Energy</li> <li>Ghana National Petroleum Corporation (GNPC)</li> <li>Ghana National Gas Company (GNGC)</li> <li>Volta River Authority (VRA)</li> <li>Ghana GRID Company (GRIDCO)</li> <li>Electricity Company of Ghana (ECG)</li> <li>Northern Electricity Distribution Company (NEDCO)</li> <li>The National Petroleum Authority (NPA)</li> <li>Energy Commission</li> <li>Petroleum Commission</li> <li>Bulk Oil Storage and Transportation Company (BOST)</li> <li>Ministry of Land and Natural Resources (MLNR)</li> <li>Other departments/agencies of Energy</li> </ul>



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

**Basic Information of Target Priority Area (Sub-Program)**

- |  |
|--|
| <ol style="list-style-type: none"> <li>1. Country: Republic of Ghana</li> <li>2. Target Priority (Sub-Program) Area:</li> <li>3. Operating Committee:<br/> Ghana side: Ministry of Finance (MOF), Office of the Head of the Civil Service<br/> Japan side: Embassy of Japan in the Republic of Ghana, JICA Ghana Office</li> </ol> |
|--|

**Itemized Table 1**

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

**(1) Basic Information**

- |   |
|---|
| <ol style="list-style-type: none"> <li>1. Target Priority (Sub-Program) Area:</li> <li>2. Component:</li> <li>3. Implementing Organization:</li> <li>4. Target Organization:</li> </ol> |
|---|

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

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

**Relevant Projects and Training Programs of JICA Ghana Office:**

**2. Cooperation Framework**

**(1) Project Objective**

The objective is to strengthen the government's administrative capacities in the country, through providing opportunities to obtain the Master's degree and Doctoral degree to the young capable government officials who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build a human network, and eventually strengthen the bilateral relationship / partnership between Japan and the Republic of Ghana.

**(2) Project Design**

- |   |
|---|
| <ol style="list-style-type: none"> <li>1) Overall goal</li> <li>2) Project purpose</li> </ol> |
|---|

**(3) Verifiable Indicators**

- |  |
|--|
| <ol style="list-style-type: none"> <li>1) Ratio of JDS Fellows who obtain Master's degree and Doctoral degree</li> <li>2) Enhancement of the capacity of returned JDS Fellows on research, analysis, policy making and project operation/ management after their return.</li> <li>3) Policy formulation and implementation by utilizing the study outcomes of returned JDS Fellows.</li> </ol> |
|--|

**(4) Number of JDS Fellows and Accepting University**

Graduate School of XX	X fellows / year	total X fellows / 4 years
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**(5) Activity (Example)**

**Graduate School of XXXXX**

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

**(6)-1 Inputs from the Japanese Side**

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

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

1 batch X fellows × 4 years = X fellows  
From the year 2020 (Until 2022) : X fellows, From the year 2021 (Until 2023) : X fellows  
From the year 2022 (Until 2024) : X fellows, From the year 2023 (Until 2025) : X fellows

**(7) Inputs from the Ghana Side**

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

**(8) Qualifications**

- 1) Nationality: Citizen of Ghana
- 2) Age: Below the age of 40 as of 1<sup>st</sup> April in the year of dispatch.
- 3) Academic Background:
  - Completed the undergraduate level (Bachelor Degree) of education.
  - Has a good command of both written and spoken English at graduate level.
- 4) Work Experience:
  - Completed X year probation period.
- 5) Eligible Officers:
- 6) Others
  - A person of sound mind and body
  - A person falls under any of the following items is not eligible to apply:
    - Those who are currently awarded or scheduled to receive another scholarship
    - Those who have obtained a master's or higher degree overseas under the support of foreign scholarship
  - Military personnel registered on the active list or person on alternative military service cannot apply for JDS.

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## 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 of the G/A	Ministry of Finance		
2	To appoint the head of representatives of the Recipient who will be a chairman of the Committee	Within 1 month after signing of the G/A	Ministry of Finance		
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing of the G/A	Ministry of Finance		
4	To issue A/P to a bank in Japan (the Agent Bank) for the payment to the Agent	Within 1 month after signing of the contract	Ministry of Finance		
5	To bear the following commissions to a bank of Japan for the banking services based upon the B/A		Ministry of Finance		
	1) Advising commission of A/P	Within 1 month after the signing of the contract	Ministry of Finance	approx. JPY6,000	
	2) Payment commission for A/P	Every payment	Ministry of Finance	approx. 0.1% of the payment amount	
6	To organize the first meeting of the Committee	Within 1 month after assigning the Agent	Ministry of Finance		
7	To organize the Committee meeting	During the Project	Ministry of Finance		
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	Ministry of Finance		
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	Ministry of Finance		
10	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project	During the Project	Ministry of Finance		
11	To give due environmental and social consideration in the implementation of the Project	During the Project	Ministry of Finance		

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

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

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

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

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**Appendix 5 Number of Acceptance by Batch and by Priority Area/ Development Issue (Master's Degree Course)**

Sub-Programme (Priority Area)	Component (Development Issue)	Supervising Ministry	Target Organization	Accepting University	Planned Number of Acceptance by Batch				
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	Total
Improvement of administrative capacities and institutional development	1-1 Support for strengthening capacities for administering economic policies and public financial management for Economist	Ministry of Finance (MOF)	<ul style="list-style-type: none"> <li>• MOF</li> <li>• BOG</li> <li>• Other Directorates and Agencies</li> </ul>	Kobe University Graduate School of International Cooperation Studies (GSICS)	2	2	2	2	8
	1-2 Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator		<ul style="list-style-type: none"> <li>• All target organizations of Components 1-1, 2-1, 3-1 and 4-1</li> <li>• NDPC</li> <li>• GSS</li> </ul>	Nagoya University Graduate School of International Development (GSID)	2	2	2	2	8
	1-3 Support for strengthening capacities for public administration		<ul style="list-style-type: none"> <li>• MFARI</li> <li>• MOTI</li> <li>• GIPC</li> <li>• MLGRD</li> <li>• MOP</li> <li>• OHCS</li> <li>• OHLGS</li> <li>• MRT</li> <li>• Other Directorates and Agencies</li> </ul>	Ritsumeikan University Graduate School of International Relations	2	2	2	2	8
Revitalization of rural areas	2-1 Improvement of basic living environment (support for strengthening capacities for implementing health policy)		<ul style="list-style-type: none"> <li>• MOH</li> <li>• GHS</li> <li>• Other Directorates and Agencies</li> </ul>	Nagasaki University School of Tropical Medicine and Global Health (TMGH)	2	2	2	2	8
Agriculture/rural development	3-1 Rice production and agriculture development support	<ul style="list-style-type: none"> <li>• MOFA</li> <li>• GIDA</li> <li>• Other Directorates and Agencies</li> </ul>	Kyushu University Graduate School of Bioresource and Bioenvironmental Sciences	2	2	2	2	8	
Natural resources and energy	4-1 Energy development support	<ul style="list-style-type: none"> <li>• MOE</li> <li>• GNPC</li> <li>• GNGC</li> <li>• VRA</li> <li>• GRIDCO</li> <li>• ECG</li> <li>• NEDCO</li> <li>• NPA</li> <li>• EC</li> <li>• PC</li> <li>• BOST</li> <li>• MLNR</li> <li>• Other Directorates and Agencies</li> </ul>	Hiroshima University Graduate School for International Development and Cooperation	2	2	2	2	8	
<b>Total</b>					<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>48</b>

**Appendix 6 Basic Plan for the Target Priority Fields**

**The Project for Human Resource Development Scholarship (JDS) in The Republic of Ghana**  
**Basic Plan for the Target Priority Area**

**Basic Information of Target Priority Area (Sub-Program)**

- 1. Country: Ghana
- 2. Target Priority (Sub-Programme) Area: Improvement of administrative capacities and institutional development
- 3. Operating Committee: Ministry of Finance (MOF), Office of the Head of Civil Service (OHCS), Embassy of Japan, and JICA Ghana Office

**Itemised Table 1**

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

(1) Basic Information

- 1. Target Priority (Sub-Program) Area: Improvement of administrative capacities and institutional development
- 2. Component: Support for strengthening capacities for administering economic policies and public financial management for Economist
- 3. Implementing Organization: Ministry of Finance (MOF)
- 4. Target Organizations: MOF, BOG, other departments and agencies under MOF and BOG

(2) Background and Needs (Status of JDS Project in Development Policy of Ghana)

Ghana relies on the export of primary products to earn foreign currency while importing finished products. The country’s unemployment rate has been worsening, making the development of domestic industries, especially manufacturing and processing industries, change of the industrial structure and creation of employment opportunities essential. The promotion of small and medium enterprises (SMEs) which account for 70% of all domestic enterprises is particularly important.

Against this background, Japan has adopted a policy of improving the quality and productivity of SMEs as well as assisting the development of industrial human resources with a view to enhancing the added value of local products and the competitiveness of local industries. To achieve such policy objectives, it is important to develop human resources capable of handling medium and long-term economic policies to promote industries and to develop a suitable business environment at the MOTI and other government organizations.

Ghana’s public debt which is equivalent to 68.6% of the GDP as of 2017 is high and the new administration which came into power in 2017 considers the establishment of government discipline and debt management to be urgent issues. At the ministry level, the Government of Ghana has introduced the GIFMIS to tighten the control of expenditure. However, it is still necessary to enforce budget preparation and income and expenditure control based on the available resources and policies of each ministry and to enhance the ability to manage public finance, including the accounting procedure, of individual government officials.

These challenges faced by Ghana make it important to develop human resources capable of achieving medium and long-term fiscal reform, primarily at the MOF and its subordinate offices. Moreover, the continuous offer of ODA loans by Japan demands improved debt sustainability on the part of the Government of Ghana, making the development of debt management experts an urgent task

### (3) Japan's ODA Policy and Achievements (including the achievements regarding JDS fellows)

One of the primary goals of the long-term development plan of the Government of Ghana is "Build an industrialised, inclusive and resilient economy". To assist Ghana to achieve this development goal, Japan has identified such four priority areas for ODA as (1) agriculture (rice cultivation), (2) infrastructure (electricity and transport), (3) health and science/mathematics education and (4) capacity development for administrative and financial management, while urging the self-help efforts and stable economic management by the Government of Ghana.

"Support for strengthening the capacity for administering economic policies" was included as a component of The First Phase and The Second Phase of the JDS Project in Ghana and three JDS fellows at one university and two JDS fellows at one university were accepted in each year of The First Phase and The Second Phase respectively. For The Third Phase, it has been decided to include "Support for strengthening the capacity for administering economic policies and public financial management for Economists, targeting primarily the MOF and BOG.

## 2. Cooperation Framework

### (1) Project Objective

The Project aims at developing young government officials who are expected to play a leadership role in the future social and economic development of Ghana through their obtaining an academic degree at a graduate school in Japan. It also aims at creating a human network which will eventually strengthen the bilateral relationship/partnership between Japan and Ghana.

### (2) Project Design

#### i. Overall Goal:

Improvement of the policy planning ability of Ghana's relevant administrative organizations through human resources development under the JDS Project.

#### ii. Project Objectives:

The assistance for young government officials who will play a pivotal role in the Government of Ghana 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 Ghana's human resources to solve the development problems of Ghana and the creation of a human network between Japan and the Government of Ghana.

### (3) Verifiable Indicators

- Ratio of alumni who have obtained a Master's (Doctor's) degree
- Ratio of alumni who on their return to Ghana have been assigned workplace positions with strong relevance to their new knowledge, skills and human connections obtained through their study in Japan.
- Situation of use of the new knowledge and skills obtained through their study in Japan by alumni for their work in Ghana.
- Situation of achievement of the action plans prepared by alumni prior to their departure from Japan to Ghana.
- Situation of the building of a business network by alumni with Japanese organizations and enterprises operating in Ghana.

(4) Number of JDS Fellows and Accepting Universities

<p>Graduate School of International Cooperation Studies, Kobe University                  2 JDS fellows / year; Total 8 JDS fellows in 4 years</p>
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(5) Activities

Target	Contents/ Programmes to Achieve the Target
During study in Japan	
Each JDS fellow will develop a high level of expertise to understand Ghana's situation and challenges with regard to development and poverty reduction and to plan, prepare and implement appropriate economic policies to deal with such issues and challenges.	<ul style="list-style-type: none"> <li>• Each JDS fellow will learn basic Economics (Micro Economics, Macro Economics and Econometrics) and will then acquire the knowledge to manage macro economics such as public finance, money market, trade, etc.</li> <li>• Each JDS fellow will learn knowledge in the field of applied economics which concretely helps the preparation and implementation of economic policies for human resources development, poverty reduction, fostering of SMEs, fiscal management, etc.</li> <li>• Each JDS fellow will improve his/her ability to conduct positive analysis using data for the purpose of conducting basic statistics, social surveys, quantitative analysis, etc. and also the ability to propose policies.</li> <li>• Each JDS fellow will develop wide knowledge relating to political science, international relations, international laws, legislation, etc. relating to development issues and will understand the political environment affecting the economy, desirable state of governance and impacts as well as roles of the legal system.</li> <li>• Each JDS fellow will learn methodologies to make efficient use of foreign aid and other development resources through the use of sector programs based on the study on international development cooperation.</li> </ul>
Each JDS fellow will consider potential solutions for development-related issues through the preparation of thesis and will complete thesis.	<ul style="list-style-type: none"> <li>• Each JDS fellow will improve the understanding of economic issues and the ability to analyse such issues and to propose policies through the preparation of thesis.</li> </ul>
Implementation of special programmes	<ul style="list-style-type: none"> <li>• Experts on improvement of the administrative capacity and institutional development and those working in this field at international organizations and domestic aid organizations will be invited from African countries, etc. as visiting lectures to deepen the knowledge of the JDS fellows of economic development, including management of the macro-economics, of other countries and regions.</li> <li>• Study visits to administrative and financial organizations in Japan will deepen the knowledge and understanding of JDS fellows of how economic policies are precisely implemented in the field.</li> <li>• The English papers/thesis of each JDS fellow will be reviewed and guidance on the thesis will be provided by specialist instructors.</li> <li>• Guidance and assistance will be provided for each JDS fellow on his/her research and life as a graduate student by a tutor, TA, etc.</li> </ul>



#### (6)-1 Inputs from the Japanese Side

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

#### (6)-2 Input Duration and the Number of JDS Each JDS Fellow

1 batch: 2 JDS fellows × 4 batches = 8 JDS fellows  
From the year 2020 (Until 2022): 2 JDS fellows  
From the year 2021 (Until 2023): 2 JDS fellows  
From the year 2022 (Until 2024): 2 JDS fellows  
From the year 2023 (Until 2025): 2 JDS fellows

#### (7) Inputs from the Ghanaian Side

- i. Dispatch of JDS fellows
- ii. Follow-up activities (e.g. providing opportunities for alumni to share/disseminate the knowledge acquired in Japan at their organizations and/or other target organizations)

#### (8) Inputs from the Ghanaian Side

- i. Work experience, etc.:
  - At least 3 years of work experience as a regular staff member of a target organization
- ii. Others:
  - Nationality: Must be a citizen of Ghana
  - Age: Up to 41 years old with a bachelor' degree (as of April 1 of the year starting the study in Japan)
  - Must not be serving in the military
  - A person who has a good understanding of the objectives of the JDS Project and has a strong willingness to work for the development of Ghana after the completion of the course and return to Ghana.
  - In principle, a persons who has not previously acquired a master's degree after studying abroad on a scholarship awarded by another foreign scholarship scheme or is not currently receiving or is not scheduled to receive a foreign scholarship.
  - A person who is in good health, both mentally and physically.
  - A person who is sufficiently proficient in English to study in Japan.

## **The Project for Human Resource Development Scholarship (JDS) in The Republic of Ghana**

### **Basic Plan for the Target Priority Area**

#### **Basic Information of Target Priority Area (Sub-Program)**

1. Country: Ghana
2. Target Priority (Sub-Programme) Area: Improvement of administrative capacities and institutional development
3. Operating Committee: Ministry of Finance (MOF), Office of the Head of Civil Service (OHCS), Embassy of Japan, and JICA Ghana Office

#### **Itemised Table 1**

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

##### (1) Basic Information

1. Target Priority (Sub-Program) Area: Improvement of administrative capacities and institutional development
2. Component: Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator
3. Implementing Organization: Ministry of Finance (MOF)
4. Target Organizations: All target organizations of Component 1-1 (Support for strengthening capacities for administering economic policies and public financial management for Economist), Component 1-2 (Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator), Component 3-1 (Rice production and agriculture development support) and Component 4-1 (Energy development support).  
NDPC, GSS, MFARI, MOTI, GIPC, MLGRD, MOP, OHCS, OHLGS, MRT and other departments and agencies of the ministries relevant to these components.

##### (2) Background and Needs (Status of JDS Project in Development Policy of Ghana)

In the health, agriculture and energy sectors, the current JDS Project in Ghana targets technical officers and there are few places for which administrative officers can apply except in the economics sector. As far as administrative officers (general office positions) are concerned, the Policy Planning, Budget, Monitoring and Evaluation (PPBME) is a common directorate for all ministries. In view of the purpose of the JDS Project “to foster future leaders”, those personnel working for a PPBME to prepare policies and plans, to manage the implementation of plans and to coordinate directorates, etc. within a ministry will be the main targets.

The primary targets of this component are administrative officers of the Budget Section of the PPBME, particularly those specialising in finance and/or accounting.

### (3) Japan's ODA Policy and Achievements (including the achievements regarding JDS fellows)

One of the primary goals of the long-term development plan of the Government of Ghana is "Build an industrialised, inclusive and resilient economy". To assist Ghana to achieve this development goal, Japan has identified such four priority areas for ODA as (1) agriculture (rice cultivation), (2) infrastructure (electricity and transport), (3) health and science/mathematics education and (4) capacity development for administrative and financial management, while urging the self-help efforts and stable economic management by the Government of Ghana.

Component 1-2 "Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator" did not feature in the previous phases and will be newly introduced in The Third Phase.

## 2. Cooperation Framework

### (1) Project Objective

The Project aims at developing young government officials who are expected to play a leadership role in the future social and economic development of Ghana through their obtaining an academic degree at a graduate school in Japan. It also aims at creating a human network which will eventually strengthen the bilateral relationship/partnership between Japan and Ghana.

### (2) Project Design

#### i. Overall Goal:

Improvement of the policy planning ability of Ghana's relevant administrative organizations through human resources development under the JDS Project.

#### ii. Project Objectives:

The assistance for young government officials who will play a pivotal role in the Government of Ghana 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 Ghana's human resources to solve the development problems of Ghana and the creation of a human network between Japan and the Government of Ghana.

### (3) Verifiable Indicators

- Ratio of alumni who have obtained a Master's (Doctor's) degree
- Ratio of alumni who on their return to Ghana have been assigned workplace positions with strong relevance to their new knowledge, skills and human connections obtained through their study in Japan.
- Situation of use of the new knowledge and skills obtained through their study in Japan by alumni for their work in Ghana.
- Situation of achievement of the action plans prepared by alumni prior to their departure from Japan to Ghana.
- Situation of the building of a business network by alumni with Japanese organizations and enterprises operating in Ghana.

(4) Number of JDS Fellows and Accepting Universities

Graduate School of International Development (GSID), Nagoya University 2 JDS fellows / year; Total 8 JDS fellows in 4 years
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(5) Activities

Target	Contents/ Programmes to Achieve the Target
During study in Japan	
Each JDS fellow will develop a high level of expertise to understand Ghana's administrative and financial challenges and to plan, prepare and implement appropriate policies to deal with such challenges.	<ul style="list-style-type: none"> <li>• Each JDS fellow will take up many subjects relating to strengthening of the capacity to administer economic policies and public financial management.</li> <li>• Each JDS fellow will follow a curriculum with political, legal, social and economic elements featuring developing countries.</li> <li>• Each JDS fellow will actively utilise on-line educational programmes in addition to the curriculum for classroom learning.</li> <li>• Each JDS fellow will visit mainly Southeast Asia for his/her Overseas Field Work (OFW) to survey and observe the reality of public financial management and examples of reform in other countries.</li> </ul>
Each JDS fellow will consider potential solutions for development-related issues through the preparation of thesis and will complete thesis.	<ul style="list-style-type: none"> <li>• Each JDS fellow will improve the understanding of administrative and financial issues and will also enhance the abilities to analyse such issues and to propose policies through the preparation of thesis.</li> </ul>
Implementation of special programmes	<ul style="list-style-type: none"> <li>• Researchers and frontline personnel engaged in strengthening of the capacity to administer economic policies and public financial management will be invited to a "special seminar on administrative and financial management".</li> <li>• The range of available literature and books on "public financial management" will be expanded to assist the study by JDS fellows.</li> </ul>

(6)-1 Inputs from the Japanese Side

<ol style="list-style-type: none"> <li>i. Expenses for activities of the Special programmes provided by the accepting university before, during and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops and follow-up activities after returning home)</li> <li>ii. Expenses for studying in Japan (e.g. travel expenses, scholarships while staying in Japan, examination fees, tuition fees, etc.)</li> <li>iii. Expenses for support during the stay in Japan (e.g. monitoring, daily life support, various training courses, etc.)</li> </ol>
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(6)-2 Input Duration and the Number of JDS Each JDS Fellow

<p>1 batch: 2 JDS fellows × 4 batches = 8 JDS fellows          From the year 2020 (Until 2022): 2 JDS fellows          From the year 2021 (Until 2023): 2 JDS fellows          From the year 2022 (Until 2024): 2 JDS fellows          From the year 2023 (Until 2025): 2 JDS fellows</p>
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(7) Inputs from the Ghanaian Side

- i. Dispatch of JDS fellows
- ii. Follow-up activities (e.g. providing opportunities for alumni to share/disseminate the knowledge acquired in Japan at their organizations and/or other target organizations)

(8) Inputs from the Ghanaian Side

- i. Work experience, etc.:
  - At least 3 years of work experience as a regular staff member of a target organization
- ii. Others:
  - Nationality: Must be a citizen of Ghana
  - Age: Up to 41 years old with a bachelor' degree (as of April 1 of the year starting the study in Japan)
  - Must not be serving in the military
  - A person who has a good understanding of the objectives of the JDS Project and has a strong willingness to work for the development of Ghana after the completion of the course and return to Ghana.
  - In principle, a persons who has not previously acquired a master's degree after studying abroad on a scholarship awarded by another foreign scholarship scheme or is not currently receiving or is not scheduled to receive a foreign scholarship.
  - A person who is in good health, both mentally and physically.
  - A person who is sufficiently proficient in English to study in Japan.

## **The Project for Human Resource Development Scholarship (JDS) in The Republic of Ghana**

### **Basic Plan for the Target Priority Area**

#### **Basic Information of Target Priority Area (Sub-Program)**

1. Country: Ghana
2. Target Priority (Sub-Programme) Area: Improvement of administrative capacities and institutional development
3. Operating Committee: Ministry of Finance (MOF), Office of the Head of Civil Service (OHCS), Embassy of Japan, and JICA Ghana Office

#### **Itemised Table 1**

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

#### **(1) Basic Information**

1. Target Priority (Sub-Program) Area: Improvement of administrative capacities and institutional development
2. Component: Support for strengthening capacities for public administration
3. Implementing Organization: Ministry of Finance (MOF)
4. Target Organizations: All target organizations of Component 1-1 (Support for strengthening capacities for administering economic policies and public financial management for Economist), Component 1-2 (Support for strengthening capacities for administering economic policies and public financial management for Finance Administrator), Component 3-1 (Rice production and agriculture development support) and Component 4-1 (Energy development support).  
NDPC, GSS, MFARI, MOTI, GIPC, MLGRD, MOP, OHCS, OHLGS, MRT and other departments and agencies of the ministries relevant to these components.

#### **(2) Background and Needs (Status of JDS Project in Development Policy of Ghana)**

In the health, agriculture and energy sectors, the current JDS Project in Ghana targets technical officers and there are few places for which administrative officers can apply except in the economics sector. As far as administrative officers (general office positions) are concerned, the Policy Planning, Budget, Monitoring and Evaluation (PPBME) is a common directorate for all ministries. In view of the purpose of the JDS Project “to foster future leaders”, those personnel working for a PPBME to prepare policies and plans, to manage the implementation of plans and to coordinate directorates, etc. within a ministry will be the main targets.

This component mainly targets the policy planning department which plays a leading role in the planning and management of policies among various departments of the PPBME. It is believed to be effective to send Ghanaian officials working in such departments to a graduate school in Japan which has an advantage in education on policy planning and management.

### (3) Japan's ODA Policy and Achievements (including the achievements regarding JDS fellows)

One of the primary goals of the long-term development plan of the Government of Ghana is "Build an industrialised, inclusive and resilient economy". To assist Ghana to achieve this development goal, Japan has identified such four priority areas for ODA as (1) agriculture (rice cultivation), (2) infrastructure (electricity and transport), (3) health and science/mathematics education and (4) capacity development for administrative and financial management, while urging the self-help efforts and stable economic management by the Government of Ghana.

Component 1-3 "Support to strengthen the capacity for public administration" did not feature in the previous phases and will be newly introduced in The Third Phase.

## 2. Cooperation Framework

### (1) Project Objective

The Project aims at developing young government officials who are expected to play a leadership role in the future social and economic development of Ghana through their obtaining an academic degree at a graduate school in Japan. It also aims at creating a human network which will eventually strengthen the bilateral relationship/partnership between Japan and Ghana.

### (2) Project Design

#### i. Overall Goal:

Improvement of the policy planning ability of Ghana's relevant administrative organizations through human resources development under the JDS Project.

#### ii. Project Objectives:

The assistance for young government officials who will play a pivotal role in the Government of Ghana 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 Ghana's human resources to solve the development problems of Ghana and the creation of a human network between Japan and the Government of Ghana.

### (3) Verifiable Indicators

- Ratio of alumni who have obtained a Master's (Doctor's) degree
- Ratio of alumni who on their return to Ghana have been assigned workplace positions with strong relevance to their new knowledge, skills and human connections obtained through their study in Japan.
- Situation of use of the new knowledge and skills obtained through their study in Japan by alumni for their work in Ghana.
- Situation of achievement of the action plans prepared by alumni prior to their departure from Japan to Ghana.
- Situation of the building of a business network by alumni with Japanese organizations and enterprises operating in Ghana.

(4) Number of JDS Fellows and Accepting Universities

<p>Graduate School of International Relations, Ritsumeikan University                  2 JDS fellows / year; Total 8 JDS fellows in 4 years</p>
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(5) Activities

Target	Contents/ Programmes to Achieve the Target
Before arrival in Japan	
A system is established to ensure that each JDS fellow will smoothly digest graduate school level lectures and exercises and conduct his/her own research work.	<ul style="list-style-type: none"> <li>Recommended textbooks on Microeconomics and Macroeconomics will be introduced to prompt each JDS fellow to acquire basic knowledge on economics.</li> </ul>
During study in Japan	
Each JDS fellow will develop a high level of expertise as an expert on administrative and financial affairs to be able to plan, prepare and implement appropriate policies.	<ul style="list-style-type: none"> <li>Each JDS fellow will learn basic Economics (Introductory economics, Microeconomics, Macroeconomics and Statistics).</li> <li>Each JDS fellow will learn such subjects related to managing the macro-economics, such as Development Finance, Trade and Public Finance..</li> <li>Each JDS fellow will learn applied economics which is necessary for the formulation of concrete economic policies.</li> <li>Each JDS fellow will learn about the political environment affecting the economy, desirable state of governance and its impacts and social issues affecting politics and the economy.</li> <li>Each JDS fellow will improve his/her ability to conduct statistical analysis which is required for surveys related to the research theme and for the completion of a thesis.</li> </ul>
Each JDS fellow will consider potential solutions for development-related issues through the preparation of thesis and will complete thesis.	<ul style="list-style-type: none"> <li>Each JDS fellow will improve the understanding of administrative and financial issues and will also enhance the abilities to analyse such issues and to propose policies through the preparation of thesis.</li> </ul>
Implementation of special programmes	<ul style="list-style-type: none"> <li>Each JDS fellow will participate in the course related to Japanese economic development, and the role of the public and private sectors played in the development process.</li> <li>Each JDS fellow will participate in a special programme which combines lectures and field trips in collaboration with public administration.</li> <li>Each JDS fellow will attend the course related to the way of decision making in project management.</li> <li>Each JDS fellow will learn about advanced statistical analysis related to public finance and policy planning.</li> </ul>



#### (6)-1 Inputs from the Japanese Side

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

#### (6)-2 Input Duration and the Number of JDS Each JDS Fellow

1 batch: 2 JDS fellows × 4 batches = 8 JDS fellows  
From the year 2020 (Until 2022): 2 JDS fellows  
From the year 2021 (Until 2023): 2 JDS fellows  
From the year 2022 (Until 2024): 2 JDS fellows  
From the year 2023 (Until 2025): 2 JDS fellows

#### (7) Inputs from the Ghanaian Side

- i. Dispatch of JDS fellows
- ii. Follow-up activities (e.g. providing opportunities for alumni to share/disseminate the knowledge acquired in Japan at their organizations and/or other target organizations)

#### (8) Inputs from the Ghanaian Side

- i. Work experience, etc.:
  - At least 3 years of work experience as a regular staff member of a target organization
- ii. Others:
  - Nationality: Must be a citizen of Ghana
  - Age: Up to 41 years old with a bachelor' degree (as of April 1 of the year starting the study in Japan)
  - Must not be serving in the military
  - A person who has a good understanding of the objectives of the JDS Project and has a strong willingness to work for the development of Ghana after the completion of the course and return to Ghana.
  - In principle, a persons who has not previously acquired a master's degree after studying abroad on a scholarship awarded by another foreign scholarship scheme or is not currently receiving or is not scheduled to receive a foreign scholarship.
  - A person who is in good health, both mentally and physically.
  - A person who is sufficiently proficient in English to study in Japan.

## **The Project for Human Resource Development Scholarship (JDS) in The Republic of Ghana**

### **Basic Plan for the Target Priority Area**

#### **Basic Information of Target Priority Area (Sub-Program)**

1. Country: Ghana
2. Target Priority (Sub-Program) Area: Revitalization of rural areas
3. Operating Committee: Ministry of Finance (MOF), Office of the Head of Civil Service (OHCS), Embassy of Japan, and JICA Ghana Office

#### **Itemised Table 1**

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

##### **(1) Basic Information**

1. Target Priority (Sub-Program) Area: Revitalization of rural areas
2. Component: Improvement of basic living environment (support for strengthening capacities to implementing health policy)
3. Implementing Organization: Ministry of Finance (MOF)
4. Target Organizations: Ministry of Health (MOH), Ghana Health Service (GHS) and other departments and agencies

##### **(2) Background and Needs (Status of JDS Project in Development Policy of Ghana)**

While Ghana has achieved moderate improvement of the mortality rate for pregnant women and infants of five years old or under, it has not achieved the relevant MDGs. As it has become a lower middle income country, Ghana faces the task of dealing with both non-infectious diseases and infectious diseases related to maternal and child health because of changes of the demography and disease structure. Among African countries, Ghana has a relatively long average life expectancy, making it a leading African country in terms of an ageing society. Economic growth appears to have exacerbated the access gap to the health service which is widening between regions and between different income groups although Ghana is expected to contribute to strengthening of Africa's preparedness to deal with a health crisis, typically presented by Ebola haemorrhagic fever. Meanwhile, Ghana lists "improved access to high quality seamless access to the health service in all regions and by all age groups" as part of its efforts to achieve universal health coverage (UHC).

Against this background, Japan has adopted a comprehensive policy of improving access to health service (primarily local health services), expanding medical security and strengthening the preparedness for a health crisis with a view to contributing to the achievement of UHC and achievement of health-related SDGs by Ghana. It is important therefore to develop administrative personnel who can effectively engage in these matters over a medium as well as long-term.

### (3) Japan's ODA Policy and Achievements (including the achievements regarding JDS fellows)

One of the principal medium-term development goals for Ghana is the promotion of economic growth to achieve the inclusive national development of all social and economic classes. To assist the Government of Ghana to achieve such a development goal, Japan has established four priority areas for its ODA for Ghana, namely (1) Agriculture (rice cultivation), (2) Infrastructure (electricity and transport), (3) Health and Science/ Mathematics Education and (4) Capacity Development of the Government of Ghana for Administrative and Financial Management, while urging self-help efforts and stable economic management by the Government of Ghana.

The component of "Improvement of basic living environment" was included in Both The First Phase and The Second Phase of the JDS Project in Ghana. Two JDS fellows were accepted at one university in The First Phase and three JDS fellows were accepted at one university in The Second Phase.

## 2. Cooperation Framework

### (1) Project Objective

The Project aims at developing young government officials who are expected to play a leadership role in the future social and economic development of Ghana through their obtaining an academic degree at a graduate school in Japan. It also aims at creating a human network which will eventually strengthen the bilateral relationship/partnership between Japan and Ghana.

### (2) Project Design

#### i. Overall Goal:

Improvement of the policy planning ability of Ghana's relevant administrative organizations through human resources development under the JDS Project.

#### ii. Project Objectives:

The assistance for young government officials who will play a pivotal role in the Government of Ghana 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 Ghana's human resources to solve the development problems of Ghana and the creation of a human network between Japan and the Government of Ghana.

### (3) Verifiable Indicators

- Ratio of alumni who have obtained a Master's (Doctor's) degree
- Ratio of alumni who on their return to Ghana have been assigned workplace positions with strong relevance to their new knowledge, skills and human connections obtained through their study in Japan.
- Situation of use of the new knowledge and skills obtained through their study in Japan by alumni for their work in Ghana.
- Situation of achievement of the action plans prepared by alumni prior to their departure from Japan to Ghana.
- Situation of the building of a business network by alumni with Japanese organizations and enterprises operating in Ghana.

(4) Number of JDS Fellows and Accepting Universities

School of Tropical Medicine and Global Health (TMGH), Nagasaki University 2 JDS fellows / year; Total 8 JDS fellows in 4 years
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(5) Activities

Target	Contents/ Programmes to Achieve the Target
During study in Japan	
Each JDS fellow will acquire the practical ability required of an expert on global health in the field (such as a staff member of an international organization).	<ul style="list-style-type: none"> <li>• Each JDS fellow will take basic subjects in the first quarter of the first year to obtain the basic knowledge required of an expert on the field or a researcher of global health.</li> <li>• In the case of the MPH course, a field trip of 2 – 3 weeks will be implemented in the second quarter of the first year.</li> <li>• Each JDS fellow will take applied subjects of which knowledge is essential for an expert on global health.</li> <li>• In the second year, each JDS fellow of the MPH course will participate in short and/or long-term field training related to his/her specialist field to obtain the practical ability to solve problems.</li> </ul>
Each JDS fellow will consider potential solutions for development-related issues through the preparation of thesis and will complete thesis.	<ul style="list-style-type: none"> <li>• For the writing of a thesis, the supervisor will assist the entire process from the initial selection of the theme, review of the relevant literature, selection of places for field training and supervision of such training to the writing and presentation of the thesis.</li> </ul>
Implementation of special programmes	<ul style="list-style-type: none"> <li>• Each JDS fellow will attend lectures by the world's leading researchers or teachers at a global health seminar as part of the opportunity to undergo PBL (Problem Based Learning) together with JDS fellows of other courses and other foreign students studying in Japan.</li> <li>• Supplementary lectures by native speakers will be organized to improve the basic English competence of the JDS fellows.</li> <li>• Supplementary lectures will be organized to enhance the basic understanding of statistics and epidemiology of the JDS fellows.</li> </ul>

(6)-1 Inputs from the Japanese Side

<ol style="list-style-type: none"> <li>i. Expenses for activities of the Special programmes provided by the accepting university before, during and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops and follow-up activities after returning home)</li> <li>ii. Expenses for studying in Japan (e.g. travel expenses, scholarships while staying in Japan, examination fees, tuition fees, etc.)</li> <li>iii. Expenses for support during the stay in Japan (e.g. monitoring, daily life support, various training courses, etc.)</li> </ol>
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(6)-2 Input Duration and the Number of JDS Each JDS Fellow

1 batch: 2 JDS fellows × 4 batches = 8 JDS fellows  
From the year 2020 (Until 2022): 2 JDS fellows  
From the year 2021 (Until 2023): 2 JDS fellows  
From the year 2022 (Until 2024): 2 JDS fellows  
From the year 2023 (Until 2025): 2 JDS fellows

(7) Inputs from the Ghanaian Side

- i. Dispatch of JDS fellows
- ii. Follow-up activities (e.g. providing opportunities for alumni to share/disseminate the knowledge acquired in Japan at their organizations and/or other target organizations)

(8) Inputs from the Ghanaian Side

- i. Work experience, etc.:
  - At least 3 years of work experience as a regular staff member of a target organization
- ii. Others:
  - Nationality: Must be a citizen of Ghana
  - Age: Up to 41 years old with a bachelor' degree (as of April 1 of the year starting the study in Japan)
  - Must not be serving in the military
  - A person who has a good understanding of the objectives of the JDS Project and has a strong willingness to work for the development of Ghana after the completion of the course and return to Ghana.
  - In principle, a persons who has not previously acquired a master's degree after studying abroad on a scholarship awarded by another foreign scholarship scheme or is not currently receiving or is not scheduled to receive a foreign scholarship.
  - A person who is in good health, both mentally and physically.
  - A person who is sufficiently proficient in English to study in Japan.

## **The Project for Human Resource Development Scholarship (JDS) in The Republic of Ghana**

### **Basic Plan for the Target Priority Area**

#### **Basic Information of Target Priority Area (Sub-Program)**

1. Country: Ghana
2. Target Priority (Sub-Program) Area: Agriculture/ rural development
3. Operating Committee: Ministry of Finance (MOF), Office of the Head of Civil Service (OHCS), Embassy of Japan, and JICA Ghana Office

#### **Itemised Table 1**

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

##### **(1) Basic Information**

1. Target Priority (Sub-Program) Area: Agriculture/ rural development
2. Component: Rice production and agriculture development support
3. Implementing Organization: Ministry of Finance (MOF)
4. Target Organizations: Ministry of Food and Agriculture (MOFA), Ghana Irrigation Development Authority (GIDA), and other departments/agencies of agriculture

##### **(2) Background and Needs (Status of JDS Project in Development Policy of Ghana)**

Agriculture accounts for some 50% of employment in Ghana. As it plays an important role for economic growth and livelihood at both the national and household levels, continuous support for agriculture will remain important for some time. Rice in particular is one of five crops designated by government policy as main crops of the country and its consumption is increasing due to an increase of the number of middle-income people and the advancement of urbanisation. Meanwhile, the production of rice has fallen behind the demand and imported rice accounts for 53% of rice consumption (MOFA, "Agricultural Sector Progress Report 2017"). Domestically produced rice is relatively expensive and its quality is inferior to imported rice. It is, therefore, an urgent task to improve the productivity of domestically produced rice and its market competitiveness in terms of both quality and price from the viewpoint of not only food security but also the national economy to prevent an outflow of foreign currency. Against this background, Japan has adopted a policy of assisting (i) improvement of the productivity and profitability of rice cultivation by small farmers and (ii) strengthening of the agricultural extension system focusing on rice cultivation of which Japan has long-established knowledge and expertise. Such an assistance policy will also bring about improvement efforts throughout the rice value chain and support for agricultural crops with more cashability. To make Japan's assistance and the efforts of the Government of Ghana effective, the development of human resources with expertise in the field of agriculture, including rice cultivation, remains of continued importance.

### (3) Japan's ODA Policy and Achievements (including the achievements regarding JDS fellows)

One of the principal medium-term development goals for Ghana is the promotion of economic growth to achieve the inclusive national development of all social and economic classes. To assist the Government of Ghana to achieve such a development goal, Japan has established four priority areas for its ODA for Ghana, namely (1) Agriculture (rice cultivation), (2) Infrastructure (electricity and transport), (3) Health and Science/Mathematics Education and (4) Capacity Development of the Government of Ghana for Administrative and Financial Management, while urging self-help efforts and stable economic management by the Government of Ghana.

The component of "Rice production and agricultural development support" was included in the JDS Project in Ghana from the Fourth Batch of The First Phase. Three JDS fellows were accepted at one university in The First Phase and three JDS fellows were accepted at one university in The Second Phase.

## 2. Cooperation Framework

### (1) Project Objective

The Project aims at developing young government officials who are expected to play a leadership role in the future social and economic development of Ghana through their obtaining an academic degree at a graduate school in Japan. It also aims at creating a human network which will eventually strengthen the bilateral relationship/partnership between Japan and Ghana.

### (2) Project Design

#### i. Overall Goal:

Improvement of the policy planning ability of Ghana's relevant administrative organizations through human resources development under the JDS Project.

#### ii. Project Objectives:

The assistance for young government officials who will play a pivotal role in the Government of Ghana 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 Ghana's human resources to solve the development problems of Ghana and the creation of a human network between Japan and the Government of Ghana.

### (3) Verifiable Indicators

- Ratio of alumni who have obtained a Master's (Doctor's) degree
- Ratio of alumni who on their return to Ghana have been assigned workplace positions with strong relevance to their new knowledge, skills and human connections obtained through their study in Japan.
- Situation of use of the new knowledge and skills obtained through their study in Japan by alumni for their work in Ghana.
- Situation of achievement of the action plans prepared by alumni prior to their departure from Japan to Ghana.
- Situation of the building of a business network by alumni with Japanese organizations and enterprises operating in Ghana.

(4) Number of JDS Fellows and Accepting Universities

<p>Graduate School of Bioresource and Bioenvironmental Sciences, Kyushu University                  2 JDS fellows / year; Total 8 JDS fellows in 4 years</p>
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(5) Activities

Target	Contents/ Programmes to Achieve the Target
Before arrival in Japan	
A system is established to ensure that each JDS fellow will smoothly digest graduate school level lectures and exercises and conduct his/her own research work.	<ul style="list-style-type: none"> <li>• The academic supervisor will determine the pre-departure tasks and provide teaching and reference materials for each JDS fellow to prompt pre-departure study.</li> </ul>
During study in Japan	
Each JDS fellow will brush up he/her capacity as an expert/leader in the promotion of rice cultivation and/or agricultural development.	<ul style="list-style-type: none"> <li>• Each JDS fellow will develop expert knowledge in addition to broad basic knowledge of agriculture through education focusing on his/her specialist field.</li> <li>• Each JDS fellow will learn diverse expert knowledge of rice cultivation and relevant infrastructure such as irrigation system at an on-campus farm and other research field of the supervisor.</li> <li>• Each JDS fellow will attend the JICA Development Studies Programme (mandatory) to systematically learn the problems faced by Japan in the process of national land development, technological development and other efforts to solve problems and pending issues for the future.</li> </ul>
Specialist guidance on individual lectures by the supervisor	<ul style="list-style-type: none"> <li>• Each JDS fellow will receive group teaching and guidance on the writing of a Master's thesis.</li> </ul>
Implementation of special programmes	<ul style="list-style-type: none"> <li>• Each JDS fellow will undergo training of duck-assisted paddy rice cultivation, training on tourism, training on animal husbandry and aquaculture technologies and dry field farming.</li> <li>• Each JDS fellow will receive specialist guidance by the supervisors of individual courses.</li> <li>• Each JDS fellow will receive guidance on the posting of a thesis comprising the research outcomes during the study in Japan, pay the cost of posting (paid by the supervisor) and attend a follow-up seminar organized by the supervisor in Japan.</li> </ul>

(6)-1 Inputs from the Japanese Side

<ol style="list-style-type: none"> <li>i. Expenses for activities of the Special programmes provided by the accepting university before, during and after studying in Japan (e.g. preparatory instructions including local activities, special lectures and workshops and follow-up activities after returning home)</li> <li>ii. Expenses for studying in Japan (e.g. travel expenses, scholarships while staying in Japan, examination fees, tuition fees, etc.)</li> <li>iii. Expenses for support during the stay in Japan (e.g. monitoring, daily life support, various training courses, etc.)</li> </ol>
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(6)-2 Input Duration and the Number of JDS Each JDS Fellow

1 batch: 2 JDS fellows × 4 batches = 8 JDS fellows  
From the year 2020 (Until 2022): 2 JDS fellows  
From the year 2021 (Until 2023): 2 JDS fellows  
From the year 2022 (Until 2024): 2 JDS fellows  
From the year 2023 (Until 2025): 2 JDS fellows

(7) Inputs from the Ghanaian Side

- i. Dispatch of JDS fellows
- ii. Follow-up activities (e.g. providing opportunities for alumni to share/disseminate the knowledge acquired in Japan at their organizations and/or other target organizations)

(8) Inputs from the Ghanaian Side

- i. Work experience, etc.:
  - At least 3 years of work experience as a regular staff member of a target organization
- ii. Others:
  - Nationality: Must be a citizen of Ghana
  - Age: Up to 41 years old with a bachelor' degree (as of April 1 of the year starting the study in Japan)
  - Must not be serving in the military
  - A person who has a good understanding of the objectives of the JDS Project and has a strong willingness to work for the development of Ghana after the completion of the course and return to Ghana.
  - In principle, a persons who has not previously acquired a master's degree after studying abroad on a scholarship awarded by another foreign scholarship scheme or is not currently receiving or is not scheduled to receive a foreign scholarship.
  - A person who is in good health, both mentally and physically.
  - A person who is sufficiently proficient in English to study in Japan.

## **The Project for Human Resource Development Scholarship (JDS) in The Republic of Ghana**

### **Basic Plan for the Target Priority Area**

#### **Basic Information of Target Priority Area (Sub-Program)**

1. Country: Ghana
2. Target Priority (Sub-Program) Area: Natural resources and energy
3. Operating Committee: Ministry of Finance (MOF), Office of the Head of Civil Service (OHCS), Embassy of Japan, and JICA Ghana Office

#### **Itemised Table 1**

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

##### **(1) Basic Information**

1. Target Priority (Sub-Program) Area: Natural resources and energy
2. Component: Energy development support
3. Implementing Organization: Ministry of Finance (MOF)
4. Target Organizations: MOE, GNPC, GNGC, VRA, GRIDCO, ECG, NEDCO, NPA, EC, PC, BOST, MLNR, and departments/agencies of Energy

##### **(2) Background and Needs (Status of JDS Project in Development Policy of Ghana)**

There are increasing expectations in Ghana for revenue from such resources as mining resources (gold, bauxite, etc.) as well as crude oil and natural gas, the production of which began fairly recently. It is important to consider the likely impacts of recent crude oil production on government finance and the national economy. There is a need to properly understand the impacts of such revenue on the national economy and to adopt flexible national policies so that any negative impacts, such as the Dutch disease, is minimised. Meanwhile, economic growth, the improvement of national life, etc. have pushed up Ghana's energy demand, causing a chronic power supply shortage in recent years. According to the Ghana Shared Growth and Development Agenda (GSGDA) II (2014 – 2017), the current power generation capacity of 2,845 MW will not be able to keep pace with the ever increasing power demand at an annual rate of 10 – 15% and the transmission and distribution facilities are said to be insufficient in terms of both quality and quantity. There is still a significant gap between urban and rural areas and the Government of Ghana has made a sufficient power supply for all industries and households its highest priority. Under these circumstances, there are some urgent tasks, including an increase of the generation capacity, improvement of the electrification rate, rural electrification, rehabilitation and new construction of transmission and distribution facilities and the introduction of an appropriate electricity tariff, making the development of human resources which are capable of conducting the planning, verification and revision of resources and energy policies important.

(3) Japan's ODA Policy and Achievements (including the achievements regarding JDS fellows)

One of the principal medium-term development goals for Ghana is the promotion of economic growth to achieve the inclusive national development of all social and economic classes. To assist the Government of Ghana to achieve such a development goal, Japan has established four priority areas for its ODA for Ghana, namely (1) Agriculture (rice cultivation), (2) Infrastructure (electricity and transport), (3) Health and Science/Mathematics Education and (4) Capacity Development of the Government of Ghana for Administrative and Financial Management, while urging self-help efforts and stable economic management by the Government of Ghana.

The component of "Energy development support" has been featured since the Fourth Batch of The First Phase of the JDS Project in Ghana and two JDS fellows were accepted at one university every year in both The First Phase and The Second Phase.

## 2. Cooperation Framework

(1) Project Objective

The Project aims at developing young government officials who are expected to play a leadership role in the future social and economic development of Ghana through their obtaining an academic degree at a graduate school in Japan. It also aims at creating a human network which will eventually strengthen the bilateral relationship/partnership between Japan and Ghana.

(2) Project Design

i. Overall Goal:

Improvement of the policy planning ability of Ghana's relevant administrative organizations through human resources development under the JDS Project.

ii. Project Objectives:

The assistance for young government officials who will play a pivotal role in the Government of Ghana 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 Ghana's human resources to solve the development problems of Ghana and the creation of a human network between Japan and the Government of Ghana.

(3) Verifiable Indicators

- Ratio of alumni who have obtained at Master's (Doctor's) degree
- Improvement of the analytical, policy planning and project management capacity of alumni
- Policy planning and implementation utilising the outcomes of the study in Japan of alumni

(4) Number of JDS Fellows and Accepting Universities

Graduate School for International Development and Cooperation, Hiroshima University  
2 JDS fellows / year; Total 8 JDS fellows in 4 years

(5) Activities

Target	Contents/ Programmes to Achieve the Target
Before arrival in Japan	
A system is established to ensure that each JDS fellow will smoothly digest graduate school level lectures and exercises and conduct his/her own research work.	<ul style="list-style-type: none"> <li>• Textbooks on microeconomics and macroeconomics will be introduced to prompt the accepted JDS fellows learning of basic knowledge of economics before their arrival in Japan under the instruction of the supervisor and doctor's degree students of this course and a small test on their obtained knowledge will be organized. For those whose English proficiency is not totally satisfactory, a textbook will be provided as part of the pre-departure training.</li> </ul>
During study in Japan	
Each JDS fellow will obtain basic as well as expert knowledge required of a government official in charge of the planning, implementation, management and evaluation of energy policies and will also obtain cross-sectoral and inter-disciplinary knowledge and analysis techniques.	<ul style="list-style-type: none"> <li>• Each JDS fellow will take up the subject of basic economics to contribute to his/her improvement of his/her energy policy planning capacity and will also learn the basics to develop the capacity for policy analysis.</li> <li>• Each JDS fellow will take up applied subjects in accordance with his/her personal interests to obtain more advanced knowledge of economics.</li> <li>• As the accepting university has a system whereby each JDS fellow can attend other seminars, such as those featuring international affairs, regional studies, etc. and also subjects at other graduate schools, each JDS fellow will obtain cross-sectoral and interdisciplinary knowledge and analysis techniques.</li> <li>• Through various seminars, each JDS fellow will discuss issues with researchers or experts working at other universities or research institutes and will obtain practical knowledge from front-line personnel of government and international organizations.</li> <li>• A special education programme to develop leaders in international environmental issues will be implemented to train experts capable of dealing with climate change and other environmental issues. Each JDS fellow will obtain practical knowledge and skills through attendance at special lectures, such as a "special lecture on international environmental cooperation", special exercises, summer course, field work, internship, etc. to obtain the interdisciplinary knowledge and skills to deal with environmental issues of which the solutions demand interdisciplinary and complex means.</li> </ul>
Each JDS fellow will learn how to write an academic thesis.	<ul style="list-style-type: none"> <li>• Each JDS fellow will participate in exercises and will obtain the basic skills to write a thesis through his/her own research work.</li> <li>• Each JDS fellow will learn essential knowledge and skills to write a thesis in English through a special English composition course.</li> </ul>
After return	
Utilisation of the research outcome.	<ul style="list-style-type: none"> <li>• A feedback seminar will be organized after the return of a JDS fellow to Japan (within one or two years of the date of return).</li> </ul>

(6)-1 Inputs from the Japanese Side

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

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

1 batch: 2 JDS fellows × 4 batches = 8 JDS fellows  
From the year 2020 (Until 2022): 2 JDS fellows  
From the year 2021 (Until 2023): 2 JDS fellows  
From the year 2022 (Until 2024): 2 JDS fellows  
From the year 2023 (Until 2025): 2 JDS fellows

(7) Inputs from the Ghanaian Side

- i. Dispatch of JDS fellows
- ii. Follow-up activities (e.g. providing opportunities for alumni to share/disseminate the knowledge acquired in Japan at their organizations and/or other target organizations)

(8) Inputs from the Ghanaian Side

- i. Work experience, etc.:
  - At least 3 years of work experience as a regular staff member of a target organization
- ii. Others:
  - Nationality: Must be a citizen of Ghana
  - Age: Up to 41 years old with a bachelor' degree (as of April 1 of the year starting the study in Japan)
  - Must not be serving in the military
  - A person who has a good understanding of the objectives of the JDS Project and has a strong willingness to work for the development of Ghana after the completion of the course and return to Ghana.
  - In principle, a persons who has not previously acquired a master's degree after studying abroad on a scholarship awarded by another foreign scholarship scheme or is not currently receiving or is not scheduled to receive a foreign scholarship.
  - A person who is in good health, both mentally and physically.
  - A person who is sufficiently proficient in English to study in Japan.

## Appendix 7 Questionnaire Items for Target Organizations and Replies

### (1) Question items

Organization Name
Abbreviation
Component
Name
Position
Division
E-mail
<b>1. Your organizational staff</b>
(1) Total number of permanent officers employed by gender
(2) Number of bachelor's degree holders by gender
(3) Number of master's degree holders by gender
(4) Number of overseas master's degree holders
(5) Number of PhD degree holders by gender
(6) Number of overseas PhD degree holders
(7) Number of officers in your organization who meet JDS Scholarship requirement below by gender
(8) Officers in which job title do you think is the most meaningful to participate in JDS Project in terms of improving their ability to formulate and implement social and economic development plans?
(9) Officers in which department do you think is the most meaningful to participate in JDS Project and why?
(10) Length of bind period in your organization after obtaining master's degree and returning home.
(11) Officers in which geographical region do you think is the most meaningful to participate in JDS Project and why?
(12) What is the reason you think hampering female application to JDS Project?
(13) Can you think of any measure to increase female participation in JDS Project?
<b>2. Scholarship programs offered to your organization other than JDS (master's &amp; PhD)</b>
(1) Name of scholarship, sponsor, number of officers receiving scholarship currently
Scholarship Name
Qualification
Selection process
Number of officers receiving scholarship
(2) Attractiveness and unattractiveness of JDS Project compared to other scholarship. Compared to other countries, what is the benefit and shortcoming of studying in Japan?
<b>3. Current issues in your organization</b>
(1) What is the current issue(s) in your organization?
(2) Do you have any organizational strategy to tackle issue(s) mentioned in 3(1)?
(3) What is human resource development needs in your organization to overcome issue(s) mentioned in 3(1)?
(4) What is the preferable research area/topic for your officials to tackle this issue in graduate school?
(5) What is the desired master's degree for your officers to obtain in Japan?
(6) Do you think introducing PhD Program for JDS is useful for your organization?
(7) Can you think of negative effect of obtaining PhD such as changing job by officers?
<b>Comments or suggestions, if any, in order for us to improve JDS Project</b>

(2) Summary of the response to the questionnaire

	1			2			3		
Organization Name	Ministry of Energy			Ministry of Trade and Industry			Bank of Ghana		
Abbreviation	MOF			MOTI			BOG		
Component	Economics			Economics			Economics		
Name	Ms. Nenyio Dzikunu			Tawfiq Mohammed			Ms Gloria Quartey		
Position	Director			Personal Officer			Director of Human Resource		
Division	HR Training			Ministry of Trade and Industry			Bank of Ghana		
E-mail	NKunutsor@mofep.gov.gh			motihrmis@gmail.com			gloria.quartey@bog.gov.gh		
<b>1. Your organizational staff</b>									
	Male	Female	Total	Male	Female	Total	Male	Female	Total
(1) Total number of permanent officers employed by gender	315	223	538	167	122	289	1,304	682	1,986
(2) Number of bachelor's degree holders by gender	Detail not given			45	38	83	638	509	1,147
(3) Number of master's degree holders by gender				36	10	46	383	265	648
(4) Number of overseas master's degree holders				16	10	26	128	98	226
(5) Number of PhD degree holders by gender				1	0	1	19	4	23
(6) Number of overseas PhD degree holders				1	0	1	17	4	21
(7) Number of officers in your organization who meet JDS Scholarship requirement below by gender				78	72	150	257	230	487
(8) Officers in which job title do you think is the most meaningful to participate in JDS Project in terms of improving their ability to formulate and implement social and economic development plans?	Economic Officers and Budget Analysts who have a minimum number of 4 years of working in the service.			Departmental and General Class					
(9) Officers in which department do you think is the most meaningful to participate in JDS Project and why?	Officers in the Budget, Economic Research & Forecasting, Real Sector Divisions set out to establish the macroeconomic path of the economy and are involved in the preparation of the national budget.			All the departments			Officers across all departments with the necessary background because we can always transfer staff into other roles.		
(10) Length of bind period in your organization after obtaining master's degree and returning home.				Four (4) years					
(11) Officers in which geographical region do you think is the most meaningful to participate in JDS Project and why?	All officers from all the ten regions of Ghana can participate in JDS Project because government developmental projects cut across all regions.			All the (10) regions are important			All regions		
(12) What is the reason you think hampering female application to JDS Project?	A perceived set of stringent rules and regulations are not favorable and the joggle between family life and schooling.			Personal reasons; marriage and childbearing			Family considerations		
(13) Can you think of any measure to increase female participation in JDS Project?	A reasonable quota should be reserved for females in the process of selection, make provision for female applicants to facilitate their role as mothers and students simultaneously.			Yes					

<b>2. Scholarship programs offered to your organization other than JDS (master's &amp; PhD)</b>										
(1) Name of scholarship, sponsor, number of officers receiving scholarship currently	Scholarship 1	Scholarship 2	Scholarship 3	Scholarship 1	Scholarship 2	Scholarship 3	Scholarship 1	Scholarship 2	Scholarship 3	
Scholarship Name				JDS						
Qualification				Masters						
Selection process				Exams						
Number of officers receiving scholarship				1						
(2) Attractiveness and unattractiveness of JDS Project compared to other scholarship. Compared to other countries, what is the benefit and shortcoming of studying in Japan?	The quality of students trained.			The officer is yet to report on the experience of JDS Project			Age restrictions			
<b>3. Current issues in your organization</b>										
(1) What is the current issue(s) in your organization?	Inadequate capacity and skills, Insufficient exposure to best practices and development, Limited State funding for capacity development of staff.			One district One Factory Project, Industrial Transformation						
(2) Do you have any organizational strategy to tackle issue(s) mentioned in 3(1)?	A training Policy has been developed and would be launched to address the problem. Collaboration with development partners to provide capacity support.			Yes, some policies have been instituted to achieve them.						
(3) What is human resource development needs in your organization to overcome issue(s) mentioned in 3(1)?	Insufficient funds to train staff in appropriate knowledge areas to enhance delivery. No clear policy to guide in a fair selection process for training of the staff. Therefore, the Ministry is developing suitable training programs both internally and externally based on the following strategies: i. A robust internal organizational learning program focusing on training staff in key competency areas required to fully deliver on the Ministry's mandate. ii. The establishment of a strict linkage between the Ministry's core functions and approved sponsored courses.			Workshops and seminars have been organized.						
(4) What is the preferable research area/topic for your officials to tackle this issue in graduate school?	Economic Policy, Economic Development.			1. Industrial Development 2. Economic Development						
(5) What is the desired master's degree for your officers to obtain in Japan?	Economic Policy Formulation, Financial Modeling, Economic Development, International Trade & Development, Taxation & Economic growth, Domestic Taxation & Business Development, Debt Management & Loan Restructuring.			Masters in industrial Development			All degrees that are relevant to the Bank, for example, Economics, Finance, Information Technology, etc.			



(6) Do you think introducing PhD Program for JDS is useful for your organization?	Yes, it will enhance the capacity of officers, upgrade their knowledge and ability to discharge their duties effectively and efficiently. The benefits of obtaining PHD are high since it helps officers get in-depth knowledge on the economic issues and policies. This Ministry is a central management unit of Government and needs the best of the best, also its policy functions needs well exposed officers in research.	Yes	Yes
(7) Can you think of negative effect of obtaining PhD such as changing job by officers?	The officers obtaining PHD are rather staying and holding key positions on their schedules in managing the Economy.	Yes, beneficiaries may exit the service after completion.	Bonding staff will reduce the tendency to resign after obtaining a PhD
<b>Comments or suggestions, if any, in order for us to improve JDS Project</b>			

	4			5			6		
Organization Name	Ghana Health Service			Tamale Teaching Hospital			St John Ambulance		
Abbreviation	GHS			-			-		
Component	Health			Health			Health		
Name	Hamza Ismaila			Sumani Abdul Aziz			Mr. Kwame Apedzi, PhD		
Position	Administrator (HRD)			Principal Human Resource Manager			CEO		
Division	Ghana Health Service			Tamale Teaching Hospital			St Jphn Ambulance		
E-mail	hamza.ismaila@ghsmai.org			sumaniabdulaziz@yahoo.com			apedzi@hotmail.com		
<b>1. Your organizational staff</b>									
	Male	Female	Total	Male	Female	Total	Male	Female	Total
(1) Total number of permanent officers employed by gender	18,507	41,340	59,847	1,209	928	2,137	32	17	49
(2) Number of bachelor's degree holders by gender	Detail not given			256	116	372	13	10	23
(3) Number of master's degree holders by gender				36	9	45	4	2	6
(4) Number of overseas master's degree holders				9	2	11	0	0	0
(5) Number of PhD degree holders by gender				12	0	12	1	0	1
(6) Number of overseas PhD degree holders				10	0	10	1	0	1
(7) Number of officers in your organization who meet JDS Scholarship requirement below by gender			0	256	116	372	13	10	23
(8) Officers in which job title do you think is the most meaningful to participate in JDS Project in terms of improving their ability to formulate and implement social and economic development plans?	Category 'C' officers			Biostatistics Officers, Health Planners, Health Research Officers, Public Officers, Human Resource Managers.			23 The 23 means that, staff who have University degrees (1st degrees) are 23 and qualified to participate in your programs for Masters Degrees		
(9) Officers in which department do you think is the most meaningful to participate in JDS Project and why?	All category 'C' officers are recommended for participation. However, in view of attempts to motivate officers in the deprived localities, priority is mostly accorded them			Health Planning, Health Research, Public Health, Human Resource and Health Information Management.			The departments that we are looking at are: 1. Administration Department 2. Policy Planning monitoring and Evaluation Department 3. First Aid Training Department 4. Youth Development Department 5. Voluntary Services Department 6. Finance Department 7. Emergency and Home care Department 8. Regional Coordinators		
(10) Length of bind period in your organization after obtaining master's degree and returning home.	Bond periods are usually the duration of the program plus a year and half.						3 years		
(11) Officers in which geographical region do you think is the most meaningful to participate in JDS Project and why?	The three northern regions.			The three northern regions of Ghana, Northern part of the Volta region and the hard to reach part of the western region			10 Regions. Leadership capacity building is for officers of all the regions		
(12) What is the reason you think hampering female application to JDS Project?	Difficulty in leaving behind family ties to study in Japan for two years			Marriage			low success in the application program		
(13) Can you think of any measure to increase female participation in JDS Project?	Granting opportunities for spouses of the female participants to join them			Affirmative action where specific number of slots are allocated to females.			They should be selected often		

<b>2. Scholarship programs offered to your organization other than JDS (master's &amp; PhD)</b>									
(1) Name of scholarship, sponsor, number of officers receiving scholarship currently	Scholarship 1	Scholarship 2	Scholarship 3	Scholarship 1	Scholarship 2	Scholarship 3	Scholarship 1	Scholarship 2	Scholarship 3
Scholarship Name	KOFIH Scholarship	Mid-Career Specialised Medical Training	JICA Fellowship						
Qualification	First Degree/ Post First Degree	Usually for medical specialists	Diploma/ First Degree						
Selection process	Competitive	Competitive/ Nomination	Nomination						
Number of officers receiving scholarship	4	3	Various						
(2) Attractiveness and unattractiveness of JDS Project compared to other scholarship. Compared to other countries, what is the benefit and shortcoming of studying in Japan?	Attractiveness is that the program is competitive. On the other hand, Management wished I had some latitude in being able to nominate candidates for the program. This invariably would have helped solve the challenge of having no female participation			There is an improvement in knowledge, skills and abilities of officers who study in Japan. The weather and distance from Ghana is the major shortcoming complained.			Not known yet N/A		
<b>3. Current issues in your organization</b>									
(1) What is the current issue(s) in your organization?	This question is not well understood. What type of issues?			Staff attitudes, automation of the business processes, and capacity development.			Leadership and commitment to Emergency Medical Services without funding		
(2) Do you have any organizational strategy to tackle issue(s) mentioned in 3(1)?				Change Management and Re-orientation of the staff through training.			We have planned for series of short seminar within the year		
(3) What is human resource development needs in your organization to overcome issue(s) mentioned in 3(1)?				Development of the capacity of senior managers to serve as mentors for junior officers, electronic systems of health information management and effectiveness sensitization.			Management and Strategic Planning Consultant to engage with staff often		
(4) What is the preferable research area/topic for your officials to tackle this issue in graduate school?	There are currently no defined research topics/areas. As service delivery evolves however, staff are encouraged to research into areas where there operational challenges			Technology adaptation, change and organizational development, customer relations and training transfer.			Management and Strategic Planning		
(5) What is the desired master's degree for your officers to obtain in Japan?	Varied postgraduate degrees. However, given that over 65% of the staff are core clinical staff, it would be appropriate if Master's degree programs in clinical areas could be obtained in Japan			Advance research, training and development, public health, Health records management, Health planning			Management and Emergency Medical Services		
(6) Do you think introducing PhD Program for JDS is useful for your organization?	Yes. It would be more than useful			Yes			Yes		
(7) Can you think of negative effect of obtaining PhD such as changing job by officers?	Yes, however this effect is mitigated by the bonding scheme instituted where staff who embark on study programs are required to serve a number of years to become eligible to disengage			Such job changes in our setting is also a plus for the hospital as the officers will naturally migrate to the partner university to help with the training of health professionals.			I'm not sure as there is bonding contract before study is approved		
<b>Comments or suggestions, if any, in order for us to improve JDS Project</b>									
				Institution specific allocations of slots for the scholarship could be a way of improving the program.			Opportunities must be given to various Agencies under the Ministry of Health who apply. Some Agencies do not get at all for years		

	7			8			9		
Organization Name	National Ambulance Service			Ministry of Food and Agriculture			Ghana Irrigation Development Authority		
Abbreviation	-			MOFA			GIDA		
Component	Health			Agriculture			Agriculture		
Name	Ms. Helen Gasu			Richard Annobil			Chris Kog Feruta Benee		
Position	Ag. Head HR and Admin			Deputy Director			Director Operations		
Division	Nathional Ambulance Service			Human Resource Management, Ministry of Food & Agriculture			Ghana Irrigation Development Authority		
E-mail	helen.gasu@gmail.com			richardkannobil@gmail.com			chrisoojessy@yahoo.com		
<b>1. Your organizational staff</b>									
	Male	Female	Total	Male	Female	Total	Male	Female	Total
(1) Total number of permanent officers employed by gender	1,577	616	2,193	1,274	385	1,659	135	35	170
(2) Number of bachelor's degree holders by gender	237	100	337	255	82	337	105	25	130
(3) Number of master's degree holders by gender	4	0	4	156	35	191	22	8	30
(4) Number of overseas master's degree holders	2	0	2	72	16	88	17	3	20
(5) Number of PhD degree holders by gender	0	0	0	6	1	7	0	0	0
(6) Number of overseas PhD degree holders	0	0	0	3	0	3	0	0	0
(7) Number of officers in your organization who meet JDS Scholarship requirement below by gender	200	80	280	124	21	145	24	6	30
(8) Officers in which job title do you think is the most meaningful to participate in JDS Project in terms of improving their ability to formulate and implement social and economic development plans?	All			Professional Class			Agronomists, Agro-economists, Marketing officers, Irrigation Engineers, Agricultural Engineers, Geomatics Engineers		
(9) Officers in which department do you think is the most meaningful to participate in JDS Project and why?	All			Crops Directorate, Agricultural Engineering, Agric Extension, Irrigation Development Authority, Agricultural Engineering Services, Plant Protection and Regulatory Services			<ol style="list-style-type: none"> <li>1. Scheme Oversight Department - staff are mostly agriculturists who offer agricultural advisory services to farmers to improve upon their living standards</li> <li>2. Project Development Department - staff involved in irrigation engineering surveys designs, construction supervision</li> <li>3. Planning and Coordination Department - staff involved in feasibility studies. Monitoring and Evaluation, Public and Private Partnership arrangements, proposal writing</li> <li>4. Irrigation Technology and Innovation Department - staff involved in dam safety, geo technical engineering designs, environmental issues etc</li> <li>5. Administration and Accounts - staff support GIDAs Core mandate</li> </ol>		
(10) Length of bind period in your organization after obtaining master's degree and returning home.	Local Program - 1 1/2 times duration of the program, Foreign Program - 2 times						Three (3) years		
(11) Officers in which geographical region do you think is the most meaningful to participate in JDS Project and why?	All			All geographical regions			All the ten geographical regions because irrigation is practiced in all regions		

(12) What is the reason you think hampering female application to JDS Project?	Marriage and Child birth	We don't have many females in the professional class. Most of the females are older than 40 years	Reproductive role of females makes it difficult for them to prepare adequately for selection process Some females are reluctant to pursue Master's degree under JDS because they will have to travel to Japan for about 2 years and leave their children					
(13) Can you think of any measure to increase female participation in JDS Project?	Sponsoring immediate dependents	Provide affirmative action by reserving one place for female	Females aged between 22 and 24 years who are not married can be awarded the scholarship. This will enable them pursue the Masters early before marrying to raise children.					
<b>2. Scholarship programs offered to your organization other than JDS (master's &amp; PhD)</b>								
(1) Name of scholarship, sponsor, number of officers receiving scholarship currently	Scholarship 1	Scholarship 2	Scholarship 3	Scholarship 1	Scholarship 2	Scholarship 3	Scholarship 1	Scholarship 2
Scholarship Name	Associate Degree			South Korean	Australia	Netherlands	Netherlands Fellowship Program (NFP)	Australia Fellowship program
Qualification	In Paramedic Technology E.M.T			BSc Agriculture	BSc Agriculture	BSc Agriculture	Bachelor degree	Bachelor degree
Selection process	Internal			Application & Interviews	Application & Interviews	Application	Application for Admission into University Admission into University Filling of NFP forms with supporting documents including admission letter Award of Fellowship	
Number of officers receiving scholarship	One (1)			6	4	3	No beneficiary for the past five (5) years	No beneficiary for the past five (5) years
(2) Attractiveness and unattractiveness of JDS Project compared to other scholarship. Compared to other countries, what is the benefit and shortcoming of studying in Japan?	Full scholarship			JDS Project is very attractive as the scholarship package is very good. Most employees prefer the JDS scholarship. The only issue with JDS Project is that the interview process is very strenuous and most employees get discouraged			[Attractiveness] Fellowship package is good Fellowship available every year [Unattractiveness] 1. Entrance examination in Mathematics 2. Age bracket (22- 39 years) excludes some staff. Age bracket 22- 45 years preferable 3. Research topic is chosen too early in the selection process and used to assess candidates 4. Few numbers are offered scholarship	

<b>3. Current issues in your organization</b>			
(1) What is the current issue(s) in your organization?	Inability of staff who apply to be selected	Low rice production, poor post harvest handling of rice, inadequate trained staff in rice cultivation, low budgetary allocation, poor working environment	Organizational restructuring and modernization to make GIDA a regulator, planner, advisor, supervisor and public service provider Establishment and Capacity Building of Water User Associations (WUAs). Under the restructuring and modernization, the roles of operation, maintenance and management of irrigation schemes are being ceded to WUAs Human Resource Development - The need to build the human resources to match with the new roles of GIDA
(2) Do you have any organizational strategy to tackle issue(s) mentioned in 3(1)?	Liaise with JDS for guidelines in the application	Yes	Yes
(3) What is human resource development needs in your organization to overcome issue(s) mentioned in 3(1)?	Leads in liaising with JDS on guideline in the application	Recruitment of young staff, donor support, increasing budgetary allocation, improving working environment	1. Post graduate studies 2. Capacity building of staff by attending short courses in relevant fields either locally or internationally 3. Training of WUA members in relevant fields
(4) What is the preferable research area/topic for your officials to tackle this issue in graduate school?	Emergency Medical Care	Training in proper land preparation and soil management, good agronomic practices in rice cultivation, proper use of fertilizers, rice processing and packaging, mechanization of rice cultivation, use of small scale irrigation in rice cultivation, disease and pest management.	Value Chain of Irrigated Crops Water User Associations Agricultural Advisory services/ Communication Innovation Irrigation Designs Irrigation Construction Dam safety Geo-technical Issues on Irrigation Schemes Environmental Issues on an Irrigation scheme Gender Empowerment on an Irrigation Scheme Public Private Partnerships Administration in GIDA Feasibility studies for Irrigation development
(5) What is the desired master's degree for your officers to obtain in Japan?	Public health	Master of Philosophy and Master of Science.	Masters degree in the research areas mentioned in (4) above
(6) Do you think introducing PhD Program for JDS is useful for your organization?	Yes	Not at this time. We need first to look at improving the work environment and remuneration.	Yes
(7) Can you think of negative effect of obtaining PhD such as changing job by officers?	There will be no negative effect	Yes, most officers who had opportunity to study for PhD are no longer in the Ministry. They left to join the Universities and the Research Institutions	Resignations to accept new appointments in well paid jobs
<b>Comments or suggestions, if any, in order for us to improve JDS Project</b>			
	Increase scope of scholarship to include Emergency Medical Care Guide candidates who wish to apply	You should practice affirmative action by reserving one opportunity for a female. The age limit should be increased to 45 years	1. Eliminate the mathematics examination 2. It is preferable to choose research topic after course work 3. Quotas for student admission are to be given to each participating department

	10			11			12		
Organization Name	Ministry of Energy			Volta River Authority			The National Petroleum Authority		
Abbreviation	MOE			VRA			NPA		
Component	Energy			Energy			Energy		
Name	Monica Asare			Jayne Kumi			Nana Yaw Asare Amoah		
Position	Director Human Resource Management			Manager, Training and Succession Management			HR Supervisor, Change Management and Career Development		
Division	Ministry of Energy			Volta River Authority			National Petroleum Authority		
E-mail	monica.asare@energymn.gov.gh email-m57akua@yahoo.com			jayne.kumi@vra.com			namoah@npa.gov.gh		
<b>1. Your organizational staff</b>									
	Male	Female	Total	Male	Female	Total	Male	Female	Total
(1) Total number of permanent officers employed by gender	94	43	137	1,612	487	2,099	172	112	284
(2) Number of bachelor's degree holders by gender	18	15	33	500	144	644	82	74	156
(3) Number of master's degree holders by gender	15	4	19			0	36	21	57
(4) Number of overseas master's degree holders	12	4	16			0	10	5	15
(5) Number of PhD degree holders by gender	0	0	0	2	0	2	0	0	0
(6) Number of overseas PhD degree holders	0	0	0	1	0	1	0	0	0
(7) Number of officers in your organization who meet JDS Scholarship requirement below by gender	5	8	13			0	162	107	269
(8) Officers in which job title do you think is the most meaningful to participate in JDS Project in terms of improving their ability to formulate and implement social and economic development plans?							Support & Technical		
(9) Officers in which department do you think is the most meaningful to participate in JDS Project and why?	Petroleum/Power/Renewable			Engineering			HR, Legal & Technical		
(10) Length of bind period in your organization after obtaining master's degree and returning home.				5 years			N/A		
(11) Officers in which geographical region do you think is the most meaningful to participate in JDS Project and why?	Cannot tell			N/A			All regions		
(12) What is the reason you think hampering female application to JDS Project?	few female scientist			No reason			Family related issues especially when the female has children		
(13) Can you think of any measure to increase female participation in JDS Project?	No			Through the selection criteria			N/A		

<b>2. Scholarship programs offered to your organization other than JDS (master's &amp; PhD)</b>										
(1) Name of scholarship, sponsor, number of officers receiving scholarship currently	Scholarship 1	Scholarship 2	Scholarship 3	Scholarship 1	Scholarship 2	Scholarship 3	Scholarship 1	Scholarship 2	Scholarship 3	
Scholarship Name	Chinese	Korea	JICA				N/A	N/A	N/A	
Qualification	1st degree	1st degree					N/A	N/A	N/A	
Selection process	By nomination for short courses and interview for master's program	By nomination followed by interview	2-3 months short course by nomination				N/A	N/A	N/A	
Number of officers receiving scholarship	30 for short courses lasting 21 days 5 for master's program	1	1				N/A	N/A	N/A	
(2) Attractiveness and unattractiveness of JDS Project compared to other scholarship. Compared to other countries, what is the benefit and shortcoming of studying in Japan?	Cannot tell. Those who have studied in Japan can tell			Language			N/A			
<b>3. Current issues in your organization</b>										
(1) What is the current issue(s) in your organization?	Development of policies			Aging workforce			Cylinder Re-circulation Model			
(2) Do you have any organizational strategy to tackle issue(s) mentioned in 3(1)?	Yes			Succession planning and Training			The organization has been educating and creating awareness on how people should use cylinder in their homes			
(3) What is human resource development needs in your organization to overcome issue(s) mentioned in 3(1)?	We need more people trained in policy making and research			N/A			Training Staff			
(4) What is the preferable research area/topic for your officials to tackle this issue in graduate school?							Gas Explosion			
(5) What is the desired master's degree for your officers to obtain in Japan?	Energy policy, Petroleum Engineering, electrical engineering, Renewable energy						N/A			
(6) Do you think introducing PhD Program for JDS is useful for your organization?	No						Yes			
(7) Can you think of negative effect of obtaining PhD such as changing job by officers?				N/A			No			
<b>Comments or suggestions, if any, in order for us to improve JDS Project</b>										
							N/A			



	13		
Organization Name	Energy Commission		
Abbreviation	-		
Component	Energy		
Name	Judith Oppong-Tawiah		
Position	Head, HR & Administration		
Division	Energy Commission		
E-mail	oppong-tawiah@energycom.gov.gh		
<b>1. Your organizational staff</b>			
	Male	Female	Total
(1) Total number of permanent officers employed by gender	70	29	99
(2) Number of bachelor's degree holders by gender	53	25	78
(3) Number of master's degree holders by gender	34	10	44
(4) Number of overseas master's degree holders	5	2	7
(5) Number of PhD degree holders by gender	4	1	5
(6) Number of overseas PhD degree holders	1	0	1
(7) Number of officers in your organization who meet JDS Scholarship requirement below by gender	1	0	1
(8) Officers in which job title do you think is the most meaningful to participate in JDS Project in terms of improving their ability to formulate and implement social and economic development plans?	1. Associate Program Officers 2. Program Officer 3. Senior Program Officers		
(9) Officers in which department do you think is the most meaningful to participate in JDS Project and why?	1. Technical Regulation 2. Energy Efficiency 3. Renewable Energy		
(10) Length of bind period in your organization after obtaining master's degree and returning home.	Three years (Length of study plus one additional year)		
(11) Officers in which geographical region do you think is the most meaningful to participate in JDS Project and why?	All regions. The officers in the regions perform similar roles as those in the head office.		
(12) What is the reason you think hampering female application to JDS Project?	Most females do not have the science background. We however have females who could participate next year.		
(13) Can you think of any measure to increase female participation in JDS Project?	If the JDS Project includes Renewable Energy and Energy Efficiency, more females could participate.		

<b>2. Scholarship programs offered to your organization other than JDS (master's &amp; PhD)</b>			
(1) Name of scholarship, sponsor, number of officers receiving scholarship currently	Scholarship 1	Scholarship 2	Scholarship 3
Scholarship Name	KOICA		
Qualification	Masters		
Selection process	Competitive		
Number of officers receiving scholarship	2		
(2) Attractiveness and unattractiveness of JDS Project compared to other scholarship. Compared to other countries, what is the benefit and shortcoming of studying in Japan?	The other scholarships have many options but JDS Project is only in Policy for our organization.		
<b>3. Current issues in your organization</b>			
(1) What is the current issue(s) in your organization?	We need programs in Electrical Engineering, Drafting of Energy Regulations, Energy Planning and Human Resources.		
(2) Do you have any organizational strategy to tackle issue(s) mentioned in 3(1)?	We are looking for scholarships from developing partners to fill the gaps		
(3) What is human resource development needs in your organization to overcome issue(s) mentioned in 3(1)?			
(4) What is the preferable research area/topic for your officials to tackle this issue in graduate school?	Topics in Solar Energy, Rural Electrocution, Natural Gas Infrastructure, Energy Regulation Energy Demand and Supply Management.		
(5) What is the desired master's degree for your officers to obtain in Japan?	Degrees in Energy Inspection (Electricity and Natural Gas) Electrical Engineering & Energy Management.		
(6) Do you think introducing PhD Program for JDS is useful for your organization?	Yes		
(7) Can you think of negative effect of obtaining PhD such as changing job by officers?	No, Most officers who obtain degrees outside Ghana stay on their jobs when they return.		
<b>Comments or suggestions, if any, in order for us to improve JDS Project</b>			
If JDS vary the degree they offer Energy Commission, more staff will apply for the scholarship.			