

Republic of the Union of Myanmar  
Ministry of Education

**Preparatory Survey  
on the Project for Human Resource  
Development Scholarship  
in the Republic of the Union of  
Myanmar**

**Final Report**

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**Japan International Cooperation Agency (JICA)**

**Japan International Cooperation Center (JICE)**

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# SUMMARY

## 1. Summary of the Preparatory Survey

### Background of the Survey

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

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

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as the JDS basic research), verified the effectiveness and carried out a comparative analysis of JDS in the target countries, and proposed the future project enforcement policies and strategies. In the FY2019 basic research, the average degree recipient rate of JDS fellows from all 13 countries surveyed was 98.7%, and the average government official incumbent rate was still high at about 80%. In the questionnaire for returned fellows, it showed that the feelings of familiarity with Japan were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in nine out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the active cases of competition with other donors, such as Australia, South Korea and China, the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding.

The Republic of the Union of Myanmar (hereinafter referred to as “Myanmar”) has been one of the target countries since 2001, the third year from the beginning of JDS, with 557 JDS fellows dispatched to Japan from 2002 until 2019. Acceptance of JDS Fellows in FY 2019 will mark the completion of sending JDS Fellows in the present framework. Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of implementation of the project and properly reflecting the policy of Japan’s economic cooperation

to Myanmar, relevant JICA programs, etc. in the formulation of the project based upon the needs of the government of Myanmar.

### **Objectives of the Survey**

The main objectives of the survey are as follows:

- To analyze current situation in Myanmar and needs for human resource development, and formulate a framework for the next four batches starting in FY 2020 (dispatch in FY 2021).
- To formulate a basic plan for each priority area, based on the framework, and estimate a budget necessary for the implementation of the project.

### **Method of the Survey**

A part of the preparatory survey, the field survey in Myanmar has been conducted from November to December 2019.

- November to December 2019: Field survey
  - (1) Setting priority areas (Sub-Programs) and development issues (Components) in accordance with Japanese government’s economic cooperation policy for Myanmar and development needs of Myanmar
  - (2) Confirming the implementation structure of the project
  - (3) Selecting accepting universities in Japan which would provide appropriate educational programs corresponding to each Sub-Program/Component
- February 2020: Estimating the project scale
- April 2020: Drafting the basic plan for each Sub-Program/Component

### **Results of the Survey**

#### **(1) Project Design**

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

**The Framework of the JDS Project in Myanmar (from JDS Fellows 2021 to 2024)**

Sub Program	Component	Accepting University	Slot
1. Assistance for improvement of people’s livelihoods	1-1 Agriculture and Rural Development/Environment	Obihiro University of Agriculture and Veterinary Medicine, GS of Animal and Veterinary Sciences and Agriculture	2
		Kyushu University, GS of Bioresource and Bioenvironmental Sciences	1
	1-2 Disaster Risk Management	Nagoya University, GS of Environmental Studies	2
	1-3 Health Administration/Policy	Nagasaki University, School of Tropical Medicine and Global Health	2
	2-1 Law	Nagoya University, GS of Law	2
		Kyushu University, GS of Law	2

2. Assistance for capacity building and institutions development to sustain economy and society	2-2 Public Policy/Administration	Meiji University, GS of Governance Studies	3
		National Graduate Institute for Policy Studies, GS of Policy Studies	2
		International University of Japan, GS of International Relations	2
	2-3 Economics/Business Administration	Ritsumeikan Asia Pacific University, GS of Management	(3)
		International University of Japan, GS of International Management	2
		Hiroshima University, GS of Humanities and Social Sciences	2
	2-4 International Relations	International Christian University, GS of Arts and Sciences	2
2-5 Educational Development/Planning	Hiroshima University, GS of Humanities and Social Sciences	3	
3. Assistance for development of infrastructure and related systems necessary for sustainable economic development	3-1 ICT	Kobe Institute of Computing, GS of Information Technology	3
		Yokohama National University, GS of Urban Innovation	1+(1)
	3-2 Transportation/Traffic	Saitama University, GS of Science and Engineering	2
		Kanazawa University, GS of Natural Science and Technology	1+(1)
	3-3 Electric Power/Energy	Kumamoto University, GS of Science and Technology	2
		Hiroshima University, GS of Advanced Science and Engineering	2
	3-4 Urban Development Planning	Yokohama National University, GS of Urban Innovation	1+(1)

Ministry Slot 38 Private sector Slot (6) Total 44

## (2) Target Organizations

To date, the JDS Myanmar has adopted a nomination system, rather than an open application system, for selecting successful candidates. Under this system, the application process consists of three steps. First, the Coordinating Committee decides on the number of nomination slots for each field (the number being four times the number of final slots) at the first Coordinating Committee meeting. Second, the Scholarship Selection and Approval Committee, the secretariat of which is the Ministry of Education, allocates the slot among the ministries. Third, candidates nominated by these ministries apply for JDS. It has been agreed that the same process will be followed in the next phase and that the final decision on which ministries will be given an allocation (target organizations) will be made at the first Coordinating Committee meeting for each year. It has also been agreed that the number of private sector will be reduced while the main target of JDS is the administrative officers who contribute to policy making as a policy for the entire JDS project.

## (3) Ph.D. Program

In the current phase, four slots from Myanmar are allocated for the doctoral scholarship under the JDS. This scholarship is popular, with applicants numbering more than three times the final slots every year. Accordingly, it has been agreed that four slots for the doctoral scholarship will remain

in place and that detailed requirements for the scholarship will be decided on at the first Coordinating Committee meeting.

**(4) The Coordinating Committee**

In the field survey conducted in December 2019, it was confirmed that, as in the current phase, five organizations will be responsible for the JDS Myanmar: three on the Myanmar side (the Ministry of Education, the Ministry of Investment and Foreign Economic Relations, and the Ministry of Foreign Affairs) and two on the Japanese side (the Embassy of Japan in Myanmar and the JICA Myanmar Office).

**JDS Myanmar Coordinating Committee Members**

Country	Role	Member
Myanmar	Chair	Ministry of Education
	Member	Ministry of Investment and Foreign Economic Relations
	Member	Ministry of Foreign Affairs
Japan	Vice-Chair	Embassy of Japan in Myanmar
	Member	JICA Myanmar Office

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

It was analyzed to what degree JDS Myanmar is consistent with or relevant to Myanmar’s development plans. The target priority areas for the next phase of the JDS correspond to some of the issues raised in the Myanmar Sustainable Development Plan (MSDP) of the Myanmar government. Accordingly, the JDS is deemed to help achieve MSDP.

In addition, Japan’s economic cooperation policy for Myanmar defines its basic policy as “to spread the dividends of democratization, national reconciliation, and economic reforms to the people of Myanmar.” Under the basic policy, the economic cooperation policy sets out three specific types of economic assistance: (i) assistance for improvement of people’s livelihoods; (ii) assistance for capacity building and development of institutions to sustain economy and society; and (iii) assistance for development of infrastructure and related systems necessary for sustainable economic development. The JDS Myanmar--which is designed to develop the core human resources of the country’s competent government offices in their respective fields in order to address the identified issues--is consistent with Japan’s and JICA’s cooperation policies for Myanmar.

As discussed above, JDS Myanmar is an initiative that helps the country achieve the goals of its mid- to long-term development plan, since it is designed to develop human resources for state building in Myanmar. It is also significantly consistent with Japan’s assistance policies for Myanmar; it complements technical cooperation, ODA loans, and other modalities in the cooperation programs for Myanmar for greater synergy.

## **2. Recommendations**

Issues and recommendations obtained in this survey are as follows.

### **(1) Implementation of JDS with awareness of diplomatic effects**

In relation to the next-phase JDS Myanmar Project, projects conducted with an awareness of generating more diplomatic effects should be implemented. In JDS Myanmar, there are 456 returned fellows, and it is possible to implement projects with the expectation of diplomatic effects while maximizing the achievement of the projects built up over the years. Moreover, various JICA international study programs are implemented in addition to JDS. Therefore, it is necessary to characterize JDS as a project that put importance on the diplomatic effect in terms of the sorting out of other programs. A general election will be implemented in Myanmar in 2020. It can be expected that the high-level officials' visits will increase steadily to build relationships following inauguration of new administration. If there is any request from the Myanmar government regarding human resource development in specific fields with high diplomatic significance, it is proposed to consider proactively whether it can be contributed through the JDS project.

### **(2) Strategic personnel selection with awareness of formation of critical mass**

In JDS Myanmar, which has a large number of 456 returned fellows, a long-term strategy for recruitment and selection that considers critical mass is proposed in order to achieve the maximum result with a limited budget investment. The critical mass generally refers to the "branch point where the penetration rate of products and services jumps at a stretch" in marketing. It would be proposed that the critical mass in JDS be defined as "20% of JDS returned fellows who have familiarity with Japan occupy the executive posts." As an example, the Ministry of Foreign Affairs of Myanmar has a high proportion of JDS returned fellows in posts that have a strong influence on organizational decision-making, and it can be expected that the voices and influence of a group comprising JDS fellows who have familiarity with Japan within such Ministry will be strong, and an understanding of Japan's standpoints and diplomatic policies will be promoted at opportunities for diplomatic negotiation between the two countries and in multinational conferences. It is proposed that JDS's recruitment and selection basic strategy is to be carried out based on the image of the number distribution of JDS fellows after 5 years and 10 years by focusing on ministries that are expected to form such critical masses or line ministries such as the Ministry of Planning, Finance and Industry, the Ministry of Foreign Affairs, and the Union Attorney General's Office.

### **(3) Follow-up activities**

For the above-mentioned formation of critical mass, it is necessary not only to increase the number of JDS returned fellows but also to have "JDS returned fellows who have familiarity with Japan". Therefore, the Japan Re-visit Program for JDS returned fellows who are in important

positions (e.g., director general and deputy director general) should be conducted. In JDS Myanmar, the number of JDS returned fellows at director position or above was 35 at the beginning of the current phase, but it is steadily increasing to 61 at the end of the current phase. It is expected that the number of “JDS returned fellows who have familiarity with Japan” will be increased by promoting JDS returned fellows at important positions to understand the purpose of JDS anew and to enhance JDS alumni awareness.

Moreover, in Myanmar, it is possible to make the utmost use of the effect of network creation through follow-up activities for all persons who have studied in Japan, without being limited to JDS returned fellows. Through the preparatory survey, it could be observed that many government officials with overseas study in positions of director general or higher at relevant ministries have experienced study in Japan through programs other than JDS. Therefore, holding a reception to which permanent secretary and director general are invited and in which the ambassador of Japan in Myanmar also participates should be considered having the viewpoint of the "all Japan initiative".

#### **(4) Use of JICA experts and policy advisers**

Cooperation of JICA experts and policy advisers is important for JDS. During the recruitment of JDS applicants, the support from experts to promote superior candidates file applications is effective. Moreover, for experts to work with JDS returned fellows and to promote ministries to utilize such returned fellows can be expected to have the effect of further promotion and career activation of JDS returned fellows. In cooperation with JICA Myanmar Office, explanatory meetings for experts related to the targeted ministries should be implemented for seeking cooperation so as to search for collaboration involving other JICA projects and JDS.

#### **(5) Faculty members at national universities**

Of the 460 JDS fellows who have visited Japan so far, 87 are national university faculty members under the Ministry of Education. In JDS, which aims to focus on young administrative officers who will contribute to solving the country's development issues as core human resources after returning to Japan, it is necessary to sort out the fact that there are many national university faculty members from the viewpoint of the consistency of project goals. On the other hand, in actuality, certain outcomes have become fruitful through the involvement of JDS returned fellows of university faculty members. Given such circumstances, it is necessary to take measures that allow administrative officials other than faculty members to file applications in a prioritized manner from the Ministry of Education through JDS. Moreover, it is also important to take some measures for expecting more highly effective project achievement by carefully confirming through technical and comprehensive interviews whether or not applicants are willing to be involved in administration in the ministries rather than staying in the educational field in the future.



## **(6) Utilization of JDS fellows in private sector**

In JDS Myanmar, slots for private sector have been introduced since the selection in FY2013. Since the purpose of JDS is to focus on administrative officers who contribute to policy formulation, it was agreed to reduce the number of private sector slot in the next phase. However, it is necessary to continue to consider how to utilize the JDS returned fellows in the private sector.

By accepting JDS fellows from the private sector, public-private partnerships (PPP) may be promoted by deepening the relationship between government officials and private sector personnel who will be future leaders of the country. The Myanmar government is working to strengthen public-private partnerships in order to promote sustainable economic development and encourage foreign companies to invest.

Based on such efforts by the Myanmar government to strengthen PPP, it is desirable to reset the JDS private sector policy and outcome indicators after returning to Japan. For example, JDS may impose that JDS fellows in the private sector should work on improving the functions and rules of industry groups rather than developing a single company. It is also useful to conduct, the Private Sector Development Committee Meeting (PSDC) simulation exercise between JDS returned fellows from ministries and private sectors, and submit the consultation results to the Myanmar government and private organizations for reference.

## **(7) Explanations and follow-up for new accepting universities**

Five new graduate schools have been added as accepting universities for the next phase. The Graduate School of Animal and Veterinary Sciences and Agriculture of Obihiro University of Agriculture and Veterinary Medicine and the Graduate School of Natural Science and Technology of Kanazawa University will be the first accepting universities related to JDS in terms of other countries. In relation to JDS, it is necessary to elaborately explain that the JDS accepting universities are considered to be project partners, universities are profoundly involved in relevant projects from the stage of screening of candidates, and special programs that allow provision of curricula in line with corresponding countries and individual JDS fellows are to be used in addition to existing university programs. It is also essential to have such universities sufficiently understand such concepts. JICA and the implementing agent are required to communicate closely and follow up with the universities.

## **(8) The impact of Coronavirus**

Regarding the spread of the coronavirus (COVID-19) infection in this year, at the present time, it is unclear whether it will impact the JDS fellows coming to Japan next year. Though it cannot be predicted at the present time if the situation concerning the coronavirus will impact the number of applicants in FY 2020, it is necessary to collect information on and note this matter.

## **(9) Need for Enrichment Programs**

From the ministries and agencies which were visited by the survey team during the field survey, they proposed that it will be useful if internships are conducted in ministries and agencies and private companies, etc. during the two-year stay in Japan. In terms of capacity building of JDS fellows and building human relationship which is a basis for good bilateral relations, and differentiation from other scholarship programs, further effort should be promoted for this kind of engagement. Then, with regards to the utilization of special program expenses, it is necessary not only to contribute to the quality of research for JDS fellows but also to examine other mechanisms that can be used for the project achievement after JDS fellow's return to their home countries.

## **(10) Importance of Japanese Language**

Acquiring knowledge of the Japanese language is helpful to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Myanmar in the future. A certain level of Japanese conversation skill is a common feature among returned fellows who maintain their connection with Japan after returning to their home country, the effectiveness of acquiring the Japanese language has been confirmed to contribute to strengthening bilateral relations. Therefore, it is desired to restore the approx. 3-month training in the Japanese language before coming to Japan.

## **(11) Networking, Establishment of a Follow-up Scheme and Roles of Implementing Agent**

### **Measures to be taken during the fellows' stay in Japan for follow-up conducted after they return home**

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

### **Follow-up measures implemented after the JDS fellows return home**

In order to conduct continuous follow-up, it is expected to support the activities and enhance follow-up content coordinating with JICA Alumni Association of Myanmar (JAAM) to maintain and to improve the familiarity with Japan that JDS fellows gained in Japan. In particular, over the several years until activities come into full swing, Japan is anticipated to support funding and facilitate activities.

### **Networking with Japanese administrative officers for networking**

From the viewpoint of improving the familiarity with Japan, the measures to be provided to the

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

### **Roles to be performed by the implementing agent**

#### **Role as a mediator**

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

#### **Firm network foundation with JDS fellows**

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

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

#### **Network foundation with the Japanese ministries**

It is important for Japanese government officials to build a network with JDS fellows. JDS fellows studying and growing up in Japan, are a diplomatic asset of Japan, and in the future, they will sometimes become diplomatic counterparts and sometimes development partners. For example, in the future, JDS returned fellows may be in charge of infrastructure in their countries, and may become the largest key person in Japan's quality infrastructure exports. In addition, in multilateral diplomacy situations, JDS returned fellows can become partners who can share basic values with

Japan while various positions of each country are considered.

However, it is difficult to take full advantage of the network with JDS returned fellows unless both the Japanese government officials and the JDS fellows have built it. Therefore, it is expected that the implementing agent will have opportunities to actively disseminate information and build networks not only to ODA-related parties but also to other ministries and agencies in Japan. By being utilized by each ministry and agency, JDS will be a human resource development project that will contribute not only to the development of the partner country but also to the development of Japan at the same time, contributing to national interest. This will enable Japan and Myanmar to build a win-win relationship.

### **Follow-up perspective**

Follow-up activities are important from the viewpoint of critical mass formation and network construction/continuation, and are essential for maximizing project results that cannot be measured by quantitative indicators.

At present, in many JDS implementing countries such as Myanmar, after JDS fellows return to Japan, the implementing agent acts as a hub for the JDS returned fellows, supporting the alumni association activities and conducting follow-up activities by taking the lead. The implementing agent has established the “JDS Follow-up Fund<sup>1</sup>” in each country, and provides financial support for the follow-up activities that JDS returned fellows are able to plan independently. Considering the importance of follow-up activities in the manifestation of project results, it is desirable that follow-up activities will be standardly incorporated into the JDS project in addition to the spontaneous action of the implementing agent. As a result, it can be expected that follow-up activities ensuring the scale and quality will be developed.

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<sup>1</sup> The Fulbright scholarship also has a scheme that provides financial support for planning follow-up activities for graduates.

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## LIST OF ABBREVIATIONS

Abbreviation	Description
ADB	Asian Development Bank
ASEAN	Association of South-East Asian Nations
CESR	Comprehensive Education Sector Review
DAAD	Der Deutsche Akademische Austauschdienst
DAC	Development Assistance Committee
E/N	Exchange of Notes
FESR	Framework on Economic and Social Reform
G/A	Grant Agreement
GDP	Gross Domestic Product
GNI	Gross National Income
GSAD	Graduate School of Administration and Development
IDA	International Development Association
IMF	International Monetary Fund
JAAM	JICA Alumni Association of Myanmar
JDS	Project for Human Resource Development Scholarship
JICE	Japan International Cooperation Center
MSDP	Myanmar Sustainable Development Plan
USD	United States Dollar
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
SDGs	Sustainable Development Goals
YLP	Young Leader's Program

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

## 1-1. Present Situation and Issues of the JDS Project

### 1-1-1. Background of the Project

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

Although the original target countries of the JDS project were transition economies in Asia, they were expanded later to other Asian countries such as the Philippines. The project expanded to Ghana in Africa in FY 2012, to Nepal in FY 2016 and to Bhutan, Pakistan, and East Timor in FY 2019. At present, the project has 16 target countries. Indonesia left the JDS project, which was conducted by JICA in FY 2006, when scholarships began to be coursed through the Japanese ODA loan scheme. China also has left the JDS project with the last JDS participants from China accepted in FY 2012<sup>2</sup>.

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

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

<sup>2</sup> After its termination as grant aid, the project has been shifted under the Ministry of Foreign Affairs of Japan and continued as “Japan Human Resource Development Scholarship for Chinese Young Leaders” (JDS China).

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

#### **1-1-2. Current Situation and Issues of the JDS project**

The basic research projects conducted by JICA, “Factor Analysis Concerning Results of the JDS Projects” (FY2014) and “JDS Effect Verification” (FY2019) (hereinafter referred to as the JDS basic research), verified the effectiveness and carried out a comparative analysis of JDS in the target countries<sup>3</sup>, and proposed future project enforcement policies and strategies. In the FY2019 basic research, the average degree recipient rate of JDS fellows from all 13 countries surveyed was 98.7%, and the average government official incumbent rate was still high at about 80%. In the questionnaire for returned fellows, it showed that the feelings of familiarity with Japan were deepened through JDS, and the knowledge and skills acquired in Japan were sufficiently useful even after a number of years had passed since they returned to their home country. Also, the fact that the senior job position incumbent rate has increased in 9 out of 11 countries since the last basic research project confirms that the rate improvement relates to the continuity of JDS. On the other hand, based on the active cases of competition with other donors, such as Australia, South Korea and China, the future directions of JDS were proposed as follows: 1. target clarification, 2. selection strategy, 3. increasing additional value, and 4. branding.

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<sup>3</sup>The FY2014 basic research was conducted in 11 countries except Ghana, which was excluded because its first JDS fellows had only just returned to the country. The FY2019 basic research was conducted in 13 countries. East Timor, Pakistan and Bhutan were excluded because they did not have any graduated students.



**Table 2 Recommendations from JICA Basic Research 2019 (source: JICA)**

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

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

**Table 3 Transition in the Focus of HRD and the Targets of JDS According to the Developmental Stage of the Partner Country**

Assumed Stage of the Partner Country	A. Many development issues The framework in line with Japan's Country Development Cooperation Policy = Current JDS program	B. Development Issues + Important Issues for Japan	C. Country of Political, Economic, and/or Diplomatic Importance (e.g., China)
Focus of Human Resources Development (HRD)	Development of core human resources in civil service who address development issues (Responding to development issues)	Development of core human resources in civil service who have influence on development issues (Development issues + Japan's national interests)	Fostering of government officials who serve as a bridge between the partner country and Japan (Expected diplomatic benefits)
Targets of JDS	<ul style="list-style-type: none"> <li>- Openly calling for applications</li> <li>- Young government officials (at government offices whose duties include policymaking and planning, as well as sectoral government offices), university faculty members</li> </ul>	<ul style="list-style-type: none"> <li>- Calling for applications only from government offices or departments whose duties include policymaking and planning</li> <li>- Introducing a smaller slot or cost-sharing between the partner country and Japan</li> <li>- Designating target organizations or departments under the Japan special slot</li> </ul>	<ul style="list-style-type: none"> <li>- Ministries, organizations, or departments agreed upon between the partner country and Japan</li> <li>- Cost-sharing agreed upon between the two countries</li> </ul>

### 1-1-3. Current Situation in JDS Myanmar

#### (1) A steady rise in the number of JDS returned fellows who are promoted after returning home

The Myanmar side places great trust in JDS, which is the only scholarship program in Myanmar that was in place even when the country was under military rule. The annual number of students that Japan accepts under JDS Myanmar has increased from 14 in 2002, the first year of the program, to 44 in the current phase. To date, a total of 456 JDS fellows have completed their courses under the program. Of these JDS returned fellows, 35 have been promoted to director, 15 to deputy director-general, and 11 to director-general. In 2019, JDS returned fellows assumed the posts of permanent secretary--the highest position for government officials--at the Ministry of Foreign Affairs and the Union Attorney General's Office. The number of JDS returned fellows assuming an important post has increased steadily from the figure in the preparatory survey that was conducted before the current phase. Promotion in Myanmar's government official system tends to emphasize seniority. Since JDS is a study abroad program targeting young administrative officers, by spending years, some JDS returned fellows began to get promoted to permanent

secretary or director general among the 1st and 2nd batch fellows, as shown in Table 5 below. It is expected that the 3rd and 4th batch fellows will continuously get promoted to important positions.

**Table 4 Comparison of the number of JDS returned fellows who are in important positions at the beginning and end of the current phase**

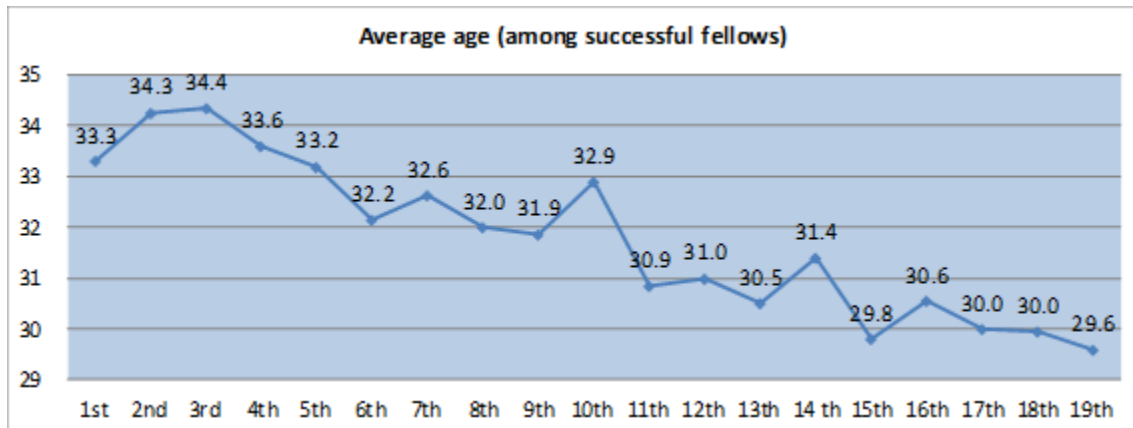
	2015 (1~11 Batch 259)	Ratio of Total JDS Returned Fellows	2019 (1~15 Batch 413)	Ratio of Total JDS Returned Fellows
Director General Rank	3	1.16%	11	2.66%
Deputy Director General Rank	5	1.93%	15	3.63%
Director Rank	27	10.42%	35	8.47%

**Table 5 Major JDS returned fellows who take active roles in Myanmar (as of May 2020)**

Batch	Name	Organization	Position
1st	Mr. Soe Han	Ministry of Foreign Affairs	Permanent Secretary
1st	Mr. Kyaw Moe Tun	the Republic of the Union of Myanmar to the United Nations / Myanmar to the Swiss Confederation	Permanent Representative / Ambassador Extraordinary and Plenipotentiary
1st	Ms. Tin Nwe Soe	Supreme Court of the Union Office of Union Judiciary Supervision	Director General
1st	Ms. Marlar Myo Nyunt	Ministry of Investment and Foreign Economic Relations Directorate of Investment and Company Administration, Yangon	Deputy Director General
2nd	Ms. Thida Oo	Union Attorney General's Office	Permanent Secretary
2nd	Mr. Aung Myo Myint	the Republic of the Union of Myanmar to ASEAN	Permanent Representative
2nd	Ms. Thway Thway Chit	Ministry of Planning, Finance and Industry	Director General
2nd	Mr. Kyaw Swe Linn	Ministry of Agriculture, Livestock and Irrigation Department of Planning, Nay Pyi Taw	Director General

The percentage of JDS returned fellows in the post of director among all JDS returned fellows declined, probably due to two reasons. First, many of the JDS returned fellows who were directors before the current phase have been promoted to the post of director-general or deputy director-general. Second, it is now taking more time for JDS returned fellows on average to be promoted to director after returning home because their average age is now younger. As the figure below shows, the average age of JDS fellows fell from the mid-30s in the earlier times of JDS to around 30 now. As described below, various forms of support have been proactively provided by external donors, including Japan, to Myanmar, which dissolved its military junta in a shift to a civil regime.

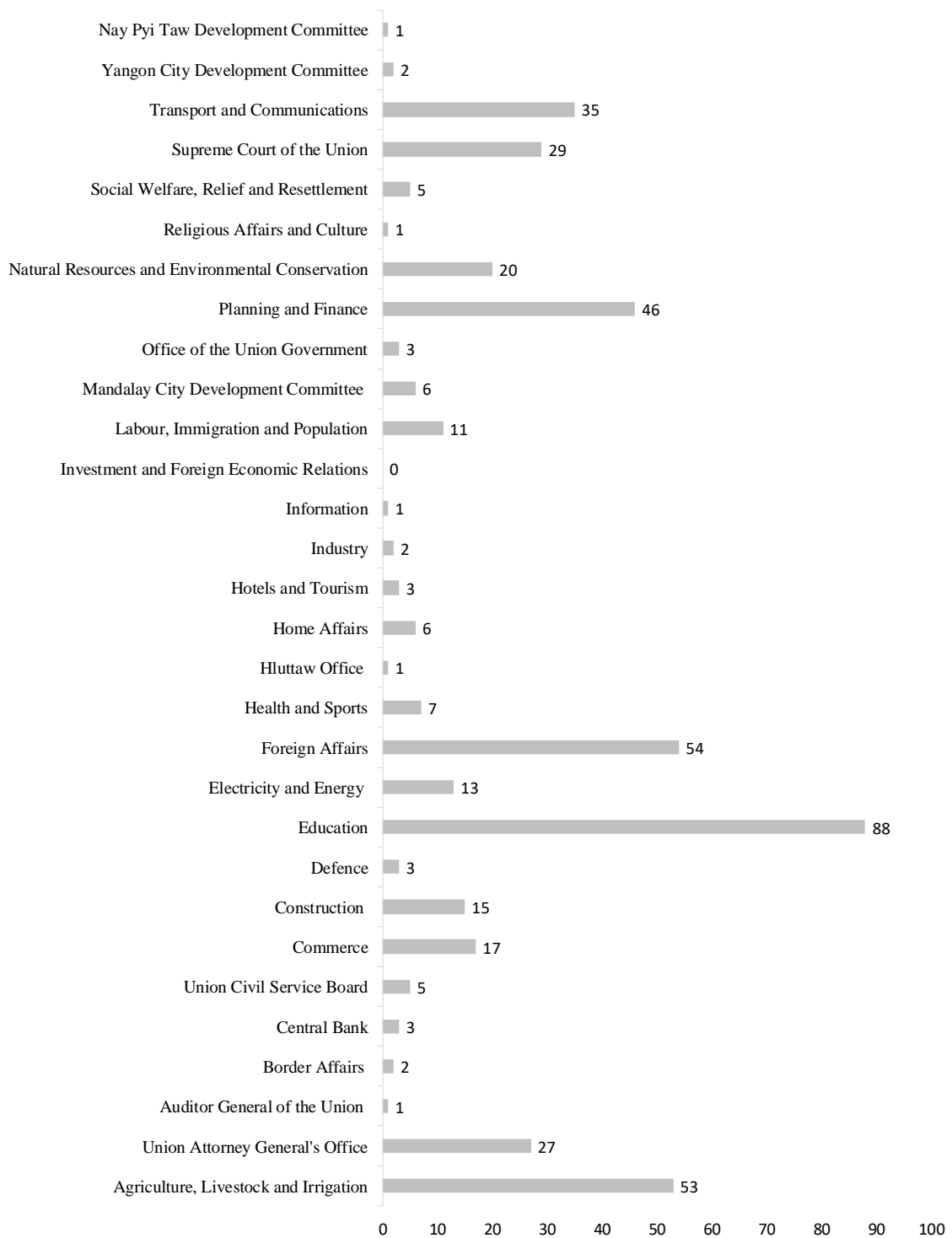
With this situation as a backdrop, it is possible to consider that the Myanmar government provides the government officials close to management positions with short-term domestic trainings. And long-term overseas study is allocated for young government officials in anticipation of the future. Accordingly, it is expected that many of the JDS returned fellows who are young government officials will be steadily promoted after returning home.



**Figure 1 Comparison of average age of JDS Fellows in each batch**

**(2) Categorization of JDS fellows into those from specific ministries, and the wide-ranging nature of JDS fellows**

As of April 2020, 460 government officials had visited Japan as JDS fellows. JDS fellows classified by ministry are explicated in Figure 2 below. Details about the number of former JDS fellows from ministries are as follows: 88 from the Ministry of Education; 54 from the Ministry of Foreign Affairs; 53 from the Ministry of Agriculture, Livestock and Irrigation; 46 from the Ministry of Planning, Finance; and 35 from the Ministry of Transport and Communications. At the same time, there are ministries that have sent JDS fellows for the first time in recent years. In 2016, the Ministry of Defence and the Yangon City Development Committee sent personnel who had passed the examination to become JDS fellows. In 2017, the Nay Pyi Taw Development Committee and the Ministry of Information did so as well, as did the Office of the Auditor General of the Union in 2018. Network formation and information collection among the aforementioned ministries (despite the fact that they sent only a small number of JDS fellows) can be expected through the alumni JDS fellows in the future.



**Figure 2 Number of JDS Fellows in each ministry**

**(3) A low competition rate in the private-sector slot**

JDS Myanmar has doubled the number of slots from 22 to 44 since the 2013 selection process. At that time, since the start of the Thilawa SEZ development project supported by JICA and the

momentum for many Japanese companies to invest in Myanmar were increasing. In order to prepare an investment environment for Myanmar, Japan side proposed the introduction of a private sector slot to the Myanmar side for the purpose of collaborating with the private sectors and contributing to development issues in JDS.

Myanmar is one of the few countries that have a slot for the private sector among all the countries for which JDS is implemented. The problem is that the competition rate is lower in the private-sector slot than in the ministry slot. In the current phase, 11 slots are allocated for the private sector slot out of the total 44 slots. Of the 11 slots, five are given to the Union of Myanmar Federation of Chamber of Commerce and Industry (UMFCCI), another five to the Federation of Myanmar Engineering Societies (Fed. MES), and one to the Myanmar-Japan Center for Human Resources Development (MJC). MJC has to date nominated outstanding candidates in anticipation of their performance after studying in Japan. They were highly evaluated by their accepting universities. In contrast, a low competition rate for the private sector slot has become the norm. For one thing, UMFCCI nominates fewer applicants. For another, applicants nominated occasionally decline to apply.<sup>4</sup>

Another problem is a low reinstatement rate back in Myanmar. Only about 30 percent of all 52 JDS returned fellows in the private sector returned to their belonging organizations of their after returning home.<sup>5</sup> In Myanmar, which is experiencing rapid economic development, outstanding people in the private sector tend to change jobs for better opportunities.

As a result of low competition rate and reinstatement rate, JDS should be implemented mainly by government officials in light of the original purpose. In regards to the private-sector slot, it needs to modify its policy so as to seek the possibility of introducing special performance indicators for the private-sector slot. This may involve focusing on encouraging JDS returned fellows in this particular slot to land jobs at Japanese companies and develop networks among them, rather than attaching great importance to the reinstatement rate.

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<sup>4</sup> Under the private-sector slot, the three private organizations nominated four times the number of candidates, and the successful candidates are selected from each organizations through JDS screening process.

<sup>5</sup> The private-sector slot was put in place in 2014. From 2006 to 2009, however, people from the private sector were accepted in the slot for NGOs. The average reinstatement rate is calculated by also taking into account JDS returned fellows with the NGO slot.

Job change rate					
Batch	Total	Slot	Job Change	Ratio	Average
2006(Batch 5)	30	5	5	100%	69%
2008(Batch 7)	30	5	5	100%	
2008(Batch 7)	30	6	3	50%	
2009(Batch 8)	30	5	2	40%	
2014(Batch 13)	44	10	6	60% *1	
2015(Batch 14)	44	10	7	70%	
2016(Batch 15)	44	11	7	64% *2	
2017(Batch 16)	44	11	-	-	
2018(Batch 17)	44	11	-	-	
2019(Batch 18)	44	11	-	-	

\*1 Among 6 returned fellows, 2 fellows are unemployed.  
\*2 Among 7 returned fellows, 3 fellows are unemployed.  
Could not get a contact with 1 fellow.

**Figure 3 Job turnover rate for JDS returned fellows of the private sector**

#### (4) High demand for Doctoral Program

In Myanmar, the Doctoral Program, which commenced in 2016, requires a two-year period after return to work after the graduation of JDS Master Degree Program, and it does not target the private sector involvement. Despite this restriction, many JDS returned fellows have applied for the Doctoral Program each year (e.g., 21 in 2016, 18 in 2017, 14 in 2018, and 14 in 2019). Accordingly, it can be observed that there is high demand for admittance to the Doctoral Program. At present, 12 fellows are studying in Japan. In March 2020, three among the first four fellows acquired the related degree in three years, as initially scheduled, and then returned home. Almost all fellows graduated within three years, which is considered to be particularly difficult because of the nature of the department of social sciences. Another fellow is expected to graduate in March 2021. Many successful fellows specialized in "Agriculture/Rural Development" and "Law" (i.e., three fellows in each field) exist. Three fellows in "Agriculture/Rural Development" field have studied at the Graduate School of Bioresource and Bioenvironmental Sciences of Kyushu University. Accordingly, JDS fellows have been evaluated as exhibiting high academic achievement.

**Table 6 Number of JDS fellows of Doctoral Program by Field in the Past 3 Years**

Field	Acceptance	Field	Acceptance
Agriculture and Rural Development	3	International Relations	1
Disaster Risk Management	0	Educational Development/Planning	0
Health Administration/Policy	0	ICT	0
Law	3	Transportation/Traffic	0
Public Policy/Administration	1	Electric Power/Energy	1
Economics/Business Administration	2	Urban Development Planning	1
Total 12			

Looking at details about applicants classified by ministries, it can be confirmed that large numbers of applicants are concentrated in the Ministry of Agriculture, Livestock and Irrigation and the Ministry of Education.

**Table 7 Number of doctoral applicants in each ministry over the past four years**

Ministry	2016	2017	2018	2019
Agriculture, Livestock and Irrigation	8	4	2	2
Commerce	2	4	1	-
Education	12	10	7	7
Planning and Finance	1	1	-	1
Foreign Affairs	1	1	-	-
Hotels and Tourism	1	-	-	-
Natural Resources and Environmental Conservation	2	1	1	1
Supreme Court of the Union	2	1	-	-
Union Attorney General's Office	1	-	-	-
Construction	-	1	-	-
Labour, Immigration and Population	-	1	-	1
Border Affairs	-	-	1	-
Electricity and Energy	-	-	1	-
Industry	-	-	1	1
Office of the Union Government	-	-	-	1
Total	30	24	14	14

Mainly, applicants were university faculty members under the umbrella of the two aforementioned ministries. The number of fellows who completed the Doctoral Program was investigated, targeting the 356 JDS returned fellows during the first to the fifteenth batch (in September 2019). As a result, it was found that there were 58 JDS returned fellows who acquired doctoral degrees, and about half of them (27) were teaching staff from the Ministry of Education. Moreover, among three JDS returned fellows with the position of director general and deputy director general, two were university faculty members (principal) from the Ministry of Education. Faculty members (university professors) accounted for 11 out of 12 director-level fellows. Therefore, many of those who acquired the degree were faculty members. There are many fellows who have acquired doctoral degrees in other ministries. However, given the effect on promotion provided through acquisition of the doctoral degree, it can be said that the faculty members of the Ministry of Education are so highly influential for such degree and the needs of holding doctoral degree is high among them.



**Table 8 Number of JDS fellows who have doctoral degrees from 1st batch to 15th batch**

Ministry	Total	Teaching Staff of Ministry of Education	Ratio of Ministry of Education
Ministry Slot			
Ph.D. Degree Holders	21		
Currently Studying	31		
Breakdown - Director General or Deputy Director General	(3)	2	67%
Breakdown - Director	(12)	11	92%
Total	52	27	52%
Private sector Slot			
Ph.D. Degree Holders	5		
Currently Studying	1		
Total	6		
Total (Ministry and Private sector)	58	27	47%

#### 1-1-4. Socio-Economic Situation and Situation of Higher Education

##### (1) Social and Economic Situation

Myanmar is situated in the westernmost part of Southeast Asia, sharing borders with India, Bangladesh, China, Laos, and Thailand. Its area is approximately 680,000 square kilometers, about 1.8 times as large as Japan. Its coastline, facing the Bay of Bengal and the Andaman Sea, amounts to some 2,800 kilometers. The country is of geopolitical importance, as it serves as a gateway to the Indian Ocean for ASEAN and China.

It is estimated that a population of Myanmar is 54.58 million<sup>6</sup> and there are about 135 ethnic groups in the country. Eight major ethnic peoples are officially recognized as Bamar, Kachin, Kayah, Kayin, Chin, Mon, Rakhine, and Shan. The country is divided into seven regions and seven states. The regions are mainly inhabited by the Bamar people, accounting for some 70 percent of the country's population. The seven states are home to the other major ethnic peoples, with each state named after its respective ethnic people.<sup>7</sup> In terms of religion, 90 percent of the population are Buddhists, with Christians or Muslims accounting for a large proportion in some of the peoples. Militias of 20 ethnic minorities, large and small, are in constant conflict with the armed forces of Myanmar ("the Tatmadaw"). Achieving internal peace is an important challenge for the country.

<sup>6</sup> See the population estimates for April 2020 based on the 2014 Census published by the Ministry of Labor and Immigration and Population. Topping the list of the other ASEAN Member States in terms of population is Indonesia with 264 million people, followed by the Philippines with 106 million, Vietnam with 94.6 million, Thailand with 65.7 million, Malaysia with 32.8 million, Laos with 7.01 million, Singapore with 5.63 million, Cambodia with 1.54 million, and Brunei with 442,000.

<sup>7</sup> Separately, the capital city of Nay Pyi Taw is classified as part of the union territory. The country's constitution states that states and regions are equivalent.

On the diplomatic front, Myanmar joined ASEAN in July 1997. At the core of its foreign policy, it tries to maintain good relations with all countries with non-aligned neutrality. In 1954, Myanmar established diplomatic relations with Japan. In 2014, the two countries held various events to commemorate the 60th anniversary of the occasion. Bilateral diplomacy is especially active at the highest levels. Japan's Prime Minister Abe Shinzo has met with Myanmar's leaders more than ten times since he took office in 2012.

In the economic aspect, Myanmar is classified as a least developed country by DAC and a low-to middle-income country by the World Bank. The country's per capita GNI was 1,310 US dollars in 2018.<sup>8</sup> The real GDP growth rate stood at 5.8 percent in 2017, 6.4 percent in 2018, and 6.5 percent in 2019, all above the world average of 3.4 percent.<sup>9</sup> A breakdown of the country's economy by industry in 2017 showed that primary industry accounted for 23 percent, secondary industry 36 percent, and tertiary industry 40 percent. In 2010, primary industry made up the largest share. This represents a shift in principal industry from agriculture to the manufacturing and service sectors, driven partly by active investment from foreign businesses in recent years.<sup>10</sup>

## **(2) Political situation**

Myanmar gained independence from the United Kingdom in 1948. In a military coup in 1962, General Ne Win, the Chief of Staff of the Tatmadaw, took power, establishing the Burmese Way to Socialism. In 1988, nationwide calls for democratization resulted in collapse of the one-party rule of the Ne Win administration. However, as soon as the Tatmadaw successfully clamped down on demonstrators, it regained power, maintaining the military regime until March 2011. After the long-lasting military regime, the new Constitution was approved in 2008. In 2010, general elections were held under the new Constitution. March 2011 saw the launch of a new government led by President Thein Sein, completing the transition to civilian rule.

Even after the transition, the Tatmadaw retains much authority over national politics and public administration. The new Constitution of 2008 states that one-fourth of the allotted number of seats in the Assembly of the Union and local assemblies shall be assumed by military representatives appointed by the Commander-in-Chief of the Tatmadaw while the remaining three-fourths shall be elected by popular vote.<sup>11</sup> To elect the President, the two houses of Assembly of the Union--the House of Representatives (Pyithu Hluttaw) and the House of Nationalities (Amyotha Hluttaw)--as well as the Tatmadaw each elect a candidate and the Assembly of the Union selects the President from the three candidates, with the remaining two assuming the office of vice-president. The Tatmadaw has a strong influence over the Ministry of Defense, the Ministry of Home Affairs, and the Ministry of Border Affairs, as its Commander-in-Chief, rather than the

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<sup>8</sup> See World Bank, "GNI per capita, Atlas method" (current US\$-Myanmar).

<sup>9</sup> See IMF, World Economic Outlook Database, October 2019.

<sup>10</sup> See ADB, Key Indicators for Asia and the Pacific 2019.

<sup>11</sup> See Komatsu, Kenta, "Myanmar no Rippokatei ni Tsuite" [On the legislative process in Myanmar] (The author is a long-term expert for JICA's Project for Capacity Development of Legal, Judicial, and Relevant Sectors in Myanmar.)

President, has the power to nominate the chiefs of these ministries.

In the general elections of November 2015, the National League for Democracy (NLD), led by Ms. Aung San Suu Kyi, won an absolute majority, paving the way for the launch of a new administration in April 2016. Under the current constitution, Ms. Aung San Suu Kyi cannot assume the presidency because her spouse and children are of foreign nationality. As such, she makes important decisions in the current administration as State Counsellor, Minister of Foreign Affairs, and Minister of the President's Office. In the next general elections scheduled for 2020, the public will judge her performance on such issues as the NLD administration's peace negotiations with ethnic minorities, Rohingya refugees, and economic and industrial policies.

### **(3) Situation of Higher Education**

Education in Myanmar is divided into basic education, higher education, and vocational training. Basic education lasted 11 years--five years in elementary school, four years in middle school, and two years in high school (5-4-2 system)--until 2017, when the duration was extended to 12 years under the 5-4-3 system in line with international standards. If they wish to move on to higher education, students in the final year of high school take the basic education completion examination known as the matriculation examination. Based on the results of the examination, a student decides on the type of higher education institution (universities, junior colleges, and technical/vocational schools) and field of study. Students wishing to go to a science-related university need to gain high marks.

The number of higher education institutions in Myanmar soared in the past 20-plus years from 32 in 1988 to 171 in 2017. Student enrollment in university increased more than fivefold during the same period. Higher education institutions in Myanmar are all national universities. Until recently they were under the separate supervision of the relevant ministries. Under the National Education Law of 2014, all these institutions were put under the supervision of the Ministry of Education except for eight universities/colleges overseen by other relevant ministries. As of 2017, enrollment in higher education in Myanmar is some 600,000, of which about 200,000 students attend a conventional university and the remaining 400,000, or two-thirds of the total, are students of distance-education universities. It may be worth adding that all universities, except for master's courses and undergraduate departments of education, were closed intermittently from September 1989 to 1992 and from December 1996 to July 2000 as a result of pro-democracy demonstrations by students at the University of Yangon and elsewhere in 1988.

In 2012, the Comprehensive Education Sector Review (CESR) was launched with the help of multilateral donors. Based on its findings, the National Education Strategic Plan (NESP) was released in 2017. Under NESP, a five-year plan beginning in 2016, various reforms are being made. Those reforms in the higher education sector include granting autonomy to universities and guaranteeing access to quality education. The number of years of study required to acquire a bachelor's degree in humanities and social sciences was increased from three to four. New 6-year

curricula were introduced for bachelor's courses in engineering.

Typically, universities in Myanmar offer passive education in which students attend lectures and memorize what is taught. They are given few opportunities to study on their own accord. For example, at many universities students in bachelor's courses are not required to write a graduation thesis. Even after the transition to democratic government, it remains an issue, and NESP announced in 2017 pointed out the problem of university education that emphasizes memorization, and even at the 2nd JDS Coordination Committee in March 2020. A similar reference was made by the attendants of the Ministry of Education. As part of the higher education reforms, the government eased restrictions on partnership with higher education institutions abroad for greater research capacity. In Yangon, more and more private universities are being founded in partnership with such foreign institutions, showcasing progress in the globalization of Myanmar's education sector.

#### **1-1-5. Myanmar Development Plan**

The civilian administration of President Thein Sein formulated the Framework on Economic and Social Reform 2012-2015 (FESR) in 2012 as well as the National Comprehensive Development Plan (NCDP), a long-term plan until 2030, in 2015. Ambitious economic reforms were highly evaluated abroad. In fact, the Myanmar economy grew rapidly--at an annual average rate of 7-8 percent under the Thein Sein administration. The administration of Aung San Suu Kyi, launched in March 2016, released a 12-point economic policy in July 2016. The policy is aimed at achieving sustainable economic development without regional disparities, and luring responsible foreign direct investment for further economic growth.

In August 2018, the administration released the Myanmar Sustainable Development Plan 2018-2030 (MSDP). MSDP was presented as a comprehensive plan that has integrated FESR, NCDP, and the 12-point economic plan while taking into account the Sustainable Development Goals (SDGs) advocated by the United Nations. With an overachieving vision of "a prosperous, peaceful, and democratic Myanmar," MSDP is structured around three pillars (Peace & Stability, Prosperity & Partnership, and People & Planet), five goals, 28 strategies, and 251 action plans.

**Table 9 Framework of Myanmar Sustainable Development Plan 2018-2030**

**A Peaceful Prosperious & Democratic Myanmar**

Pillar 1		Pillar 2	Pillar 3	
PEACE & STABILITY		PROSPERITY & PARTNERSHIP	PEOPLE & PLANET	
Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
Peace, National Reconciliation, Security & Good Governance	Economic Stability & Strengthened Macroeconomic Management	Job Creation & Private Sector Led Growth	Human Resources & Social Development for a 21st Century Society	Natural Resources & the Environment for Posterity of the Nation
28 Strategies				
Goal 1	Secure and further foster Union-wide peace			
	Promote equitable and conflict-sensitive socio-economic development throughout all States and Regions			
	Promote greater access to justice, individual rights and adherence to the rule of law			
	Enhance good governance, institutional performance and improve the efficiency of administrative decision making at all levels			
	Increase the ability of all people to engage with government			
Goal 2	Effectively manage the exchange rate and balance of payments			
	Reduce inflation and maintain monetary stability			
	Increase domestic revenue mobilisation through a fair, efficient and transparent taxation system			
	Strengthen public financial management to support stability and the efficient allocation of public resources			
	Enhancing the efficiency and competitiveness of State Economic Enterprises			
Goal 3	Create an enabling environment which supports a diverse and productive economy through inclusive agricultural, aquacultural and polycultural practices as a foundation for poverty reduction in rural areas			
	Support job creation in industry and services, especially through developing small-and medium-sized enterprises			
	Provide a secure, conducive investment enabling environment which eases the cost of doing business, boosts investor confidence and increases efficiencies			
	Further reform our trade sector and strengthen regional and international cooperation and linkages			
	Increase broad-based access to financial services and strengthen the financial system overall			
	Build a priority infrastructure base that facilitates sustainable growth and economic diversification			
Goal 4	Encourage greater creativity and innovation which will contribute to the development of a modern economy			
	Improve equitable access to high quality lifelong educational opportunities			
	Strengthen health services systems enabling the provision of universal health care using a path that is explicitly pro-poor			
	Expand an adaptive and systems based social safety net and extend social protection services throughout the life cycle			
	Increase secure access to food that is safe and wellbalanced			
Goal 5	Protect the rights and harness the productivity of all, including migrant workers			
	Ensure a clean environment together with healthy and functioning ecosystems			
	Increase climate change resilience, reduce exposure to disasters and shocks while protecting livelihoods, and facilitate a shift to a low-carbon growth pathway			
	Enable safe and equitable access to water and sanitation in ways that ensure environmental sustainability			
	Provide affordable and reliable energy to populations and industries via an appropriate energy generation mix			
	Improve land governance and sustainable management of resource-based industries ensuring our natural resources dividend benefits all our people			
Manage cities, towns, historical and cultural centers efficiently and sustainably				
251 Action Plans				

## **1-2. Background and Overview of the Grant Aid**

Situated between China and India, Myanmar is a country of geopolitical importance. It is a member state of ASEAN, an important partner for Japan. Japan and Myanmar have been on good terms since the two countries established diplomatic relations in 1954. Following a transition to civilian rule in Myanmar in 2011, Japan revised its economic cooperation policy for the country. Under the new policy, Japan has been supporting Myanmar's broad-based efforts toward democratization and sustainable development. The idea is to maximize the fruits of Japan's development cooperation so that they will be shared widely among the people of Myanmar. In his meeting with State Counsellor Aung San Suu Kyi in November 2016, Japan's Prime Minister Abe Shinzo announced the Japan-Myanmar Cooperation Program, which features financial contributions totaling 800 billion yen over a period of five years. Currently, Japan's assistance focuses on urban development in Yangon as well as such sectors as transport and electric power. Yet it also supports the democratization process associated with the situation in Rakhine State.<sup>12</sup> JDS falls in the area of "capacity building of government officials" in the project list of the Japan-Myanmar Cooperation Program.

Under all these circumstances, the Myanmar government recently requested that the Japanese government accept a total of four batches of Myanmar JDS fellows starting in JFY2021 under the Project for Human Resource Development Scholarship (JDS). Japan's acceptance of such students is in line with two of the three pillars of Japan's vision of Free and Open Indo-Pacific: the establishment of the rule of law (through governance capacity building) and the pursuit of economic prosperity (through people-to-people connectivity). It is hoped that efforts to build the capacity of government and other officials in Myanmar under this program will help the country to strengthen its administrative structure and solve its development issues.

## **1-3. Civil Service System in Myanmar<sup>13</sup>**

### **(1) Myanmar Administration System**

At its launch in April 2016, the new administration streamlined the administrative machinery to cut down on government spending and fiscal deficit. As a result, the number of ministries was reduced from 31 to 21. The government established the Office State Counsellor in May of that year and the Ministry of the Office of the Union Government and the Ministry of International Cooperation in November 2017. In November 2018, two units of the Ministry of Planning and Finance; that is, the Directorate of Investment and Company Administration (DICA) and the Foreign Economic Relations Department (FERD), joined together to form the Ministry of Investment and Foreign Economic Relations. In November 2019, the Ministry of Planning and Finance and the Ministry of Industry were combined to establish the Ministry of Planning,

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<sup>12</sup> According to an interview with the JICA Myanmar Office on September 6, 2019.

<sup>13</sup> See JICA, *Myamma Komuin Seido ni Kakaru Johoshushu / Kakuninchosa* [Data collection survey on the civil servant system in Myanmar].

Finance and Industry. Thus, Myanmar’s public administrative is now managed by 24 ministries.

**Table 10 List of Ministries<sup>14</sup>**

No.	Ministry	No.	Ministry
1	Ministry of Foreign Affairs	13	Ministry of Agriculture, Livestock and Irrigation
2	Ministry of Office of the President	14	Ministry of Transport and Communications
3	Office of the State Counsellor	15	Ministry of Natural Resources and Environmental Conservation
4	Ministry of Office of the Union Government	16	Ministry of for Electricity and Energy
5	Ministry of Home Affairs	17	Ministry of Labour, Immigration and Population
6	Ministry of Defence	18	Ministry of Commerce
7	Ministry of Border Affairs	19	Ministry of Education
8	Ministry of Planning, Finance and Industry	20	Ministry of Health and Sports
9	Ministry of Investment and Foreign Economic Relations	21	Ministry of Construction
10	Ministry of International Cooperation	22	Ministry of Social Welfare, Relief and Resettlement
11	Ministry of Information	23	Ministry of Hotels and Tourism
12	Ministry of Religious Affairs and Culture	24	Ministry of Ethnic Affairs

Civil servants in Myanmar include officials and staff at these ministries as well as the Supreme Court of the Union, the Union Attorney General’s Office, the Assembly of the Union (Hluttaw Office), the Union Civil Service Board, the Office of the Auditor General of the Union, and the Central Bank of Myanmar. Also, each major city in Myanmar has its own urban development committee. Among such cities, Yangon, Mandalay, and Nay Pyi Taw enjoy a measure of autonomy independent from the Myanmar government. These three cities formulate their urban development plans and develop infrastructure on their own.<sup>15</sup> JDS Myanmar covers all these public sector organizations as its target organizations.

### **Local Administration**

Myanmar is divided into seven states and seven regions. The lower administrative divisions include, in descending order, districts, self-administered divisions, townships, villages, and wards. States and regions have their own local assemblies.<sup>16</sup> Each of these local governments is run by a Chief Minister, other Ministers, and an Advocate General.<sup>17</sup> Local governments in Myanmar, however, are given only limited discretionary powers. They have no say in personnel affairs with regard to executive government officials. Thus, they are easily influenced by the wishes of the central government.

In this local government machinery, the General Administration Department (GAD) under the supervision of the Ministry of Home Affairs used to have great authority over local governments

<sup>14</sup> See Ministry of President's Office of Myanmar, “Union Ministries List.”

<sup>15</sup> See JICA, *Yangon Toshiken Toshikaihatsu Johoshushu / Kakuninchosa Hokokusho* [Data collection survey report on urban development in the greater Yangon], May 2012

<sup>16</sup> The Constitution states that one fourth of the local assembly members shall be military representatives appointed by the Commander-in-Chief of the Tatmadaw as in the case of the Assembly of the Union.

<sup>17</sup> The principal duty of the Advocate General is to offer legal advice.

when Myanmar was under military rule. Apart from state or region governments, GAD has an office in all administrative divisions, including districts, villages, and wards. This allowed the Tatmadaw to establish a robust framework for controlling local communities. In December 2018, the current administration transferred GAD from the jurisdiction of the Ministry of Home Affairs--over which the Tatmadaw can exert influence as it has the power to designate its chief--to the newly established Ministry of the Office of the Union Government, whose chief cannot be designated by the Tatmadaw. This can be described as being part of the administrative reform aimed at promoting devolution under the current administration.

## **(2) Civil Servant System**

Under the Civil Service Personnel Law, the Union Civil Service Board, or UCSB, is responsible for the recruitment, training, and promotion of civil servants in Myanmar. The new administration amended both the Civil Service Personnel Law and the Civil Service Code of Conduct in 2016. In July 2017, UCSB released the Civil Service Reform Strategic Action Plan (CSRSAP) 2017-2020.<sup>18</sup> Under CSRSAP, UCSB is taking the initiative in promoting civil service reform with focus on four areas: (i) new civil service governance, (ii) merit-based and performance-driven culture and system, (iii) people-centered civil service leadership and capacity development, and (iv) transparency and accountability in civil service.

### **Recruitment and career path**

Civil servants in Myanmar are divided into gazetted officers and non-gazetted officers. The former are fast track civil servants recruited by UCSB on behalf of all ministries by giving them an examination. The latter can be recruited by respective ministries on their own accord. Executive local government officials are gazetted officers transferred from central government offices. Civil servants recruited by local governments are assigned under the supervision of these executive officials as non-gazetted officers. Because gazetted officers are treated as candidates for future executives, JDS has chosen its participants from such gazetted officers.

The typical career path of a gazetted officer is that he/she is promoted to an assistant director two to seven years after joining a ministry and then further promoted to a deputy director about three years later. Further promotion to a director, deputy director-general, director-general, and permanent secretary depends much on factors other than years of service. For example, it is not uncommon for personnel to be decided due to relationships or bribes, or to be decided by the superior's arbitrary performance evaluation. Under such circumstances, CSRSAP has launched a goal of establishment of merit-based and performance-based system.<sup>19</sup>

The Civil Service Personnel Rules state that the performance of civil servants shall be rated on a 4-point scale (outstanding, above average, average, and below average) in terms of five criteria:

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<sup>18</sup> The formulation of CSRSAP was supported by UNDP, the UK, Australia, Finland, and Sweden.

<sup>19</sup> See JICA, *Myamma Komuin Seido ni Kakaru Johoshushu / Kakuninchosa* [Data collection survey on the civil servant system in Myanmar].



(i) leadership, (ii) reliability, (iii) proficiency, (iv) enthusiasm, and (v) good relationships. However, not all ministries stick to this personnel evaluation system; some ministries use their own personnel management systems.

The table below shows the ranks of gazetted officers. The highest rank for government officials at each ministry is the office of permanent secretary, which was created in April 2015. Ministries often transfer their officials to state-owned enterprises and national universities under their jurisdiction: employees at these enterprises and faculty members at these universities are also civil servants. The managing director of a state-owned enterprise and the rector of a national university are of the same rank as the director-general of a ministry.

**Table 11 List of Posts of Gazetted Officers**

1	Permanent Secretary		
	Ministry	State-owned enterprise	National University
1	Director General	Managing Director	Rector
2	Deputy Director General	General Manager	Pro-Rector/Principal
3	Director	Deputy General Manager	Head of Department/Professor
4	Deputy Director	Assistant General Manager	Associate Professor
5	Assistant Director	Manager	Lecturer
6	Staff Officer or Deputy Staff Officer	Assistant Manager	Assistant Lecturer/Tutor

### **Existence of a member of the armed forces in ministries**

In Myanmar, the military junta was in power for a long period of time. Universities were shut down for a period exceeding several decades since the mid-1980s. Therefore, in order to receive higher education, applicants had no choice but to enter the Defence Services Academy, and those who exhibited superior performance may be listed in the military register.<sup>20</sup> Tatmadaw (the Myanmar force) or the Myanmar Armed Forces (MAF) hire many young personnel. At the same time, retired former national military personnel are often assigned to managerial positions and leading posts in ministries and to be in charge of administrative affairs in many cases. For young elite personnel to join the national armed forces after graduation from officer's schools and to be assigned to managerial positions after retiring from the military can be said to be the shortest route to career promotion.

Given the aforementioned circumstances, for personnel with military statuses to study abroad in the field of socio-economic development without being eliminated from among targeted applicants could extend the possibility of personnel development that would lead to democratization, promotion of economic reforms, and national reconciliation with ethnic minorities. Thus, during this phase, setting the Ministry of Defence as a new target, JDS has allowed other government ministries and organizations to file applications related to JDS for

<sup>20</sup> See page 161, "A world map is reread: Geopolitics of cooperation and balance" by Kitaoka, Shinichi.

specific components.

The number of persons from the national military in the ministries was investigated through questionnaire surveys distributed to 17 ministries and organizations. The proportion of the total number of government officials and military personnel in the 17 ministries was different depending on the ministry, and the total was about 1% (see Table 12). Up to now, there was no application of military personnel from other ministries, but it is possible that military personnel may apply from other ministries in the future. Overall, about 18% of director-level personnel holding higher positions are in the military register. In the Ministry of Border Affairs, for which the Commander-in-chief of the Defence Services of the Republic of the Union of Myanmar has the right to appoint ministers, such figure is 43%<sup>21</sup>, in the Ministry of Ethnic Affairs, it is 57%; and in the Myanmar Union Parliament, it is 48%. On the other hand, in the Ministry of Commerce, it is 3%; and in the Union Attorney General's office, it is 8%, which are low figures. Circumstances differ from the ministries. The proportion of military personnel above the director level is higher than the proportion of military personnel in the total number of civil servants, and it can be quantitatively confirmed that the above-mentioned military personnel are a shortcut to the management post.

### **Human resource development system**

As training facilities for civil servants, Myanmar has two Central Institutes of Civil Service (CICS), in Yangon and Mandalay, respectively. Additionally, the Civil Service Academy (CSA) was set up within each CICS in 2017 as part of the civil service reform under CSRSAP. CSA is now responsible for training civil servants. CSA has seven departments--management, economics, law, sociology, political science, English, and ICT--with their respective faculty members.

CSA offers three major types of training for civil servants: (i) training for new recruits, (ii) training for specific positions, (iii) academic courses. Training for new recruits is a compulsory 14-week program for all new recruits, which teaches them basic skills and rules and regulations for civil servants, among other things. Training for specific positions is provided to civil servants of specific positions regardless of whether they are gazetted or non-gazetted officers. It offers courses for senior executives as well as basic courses. These courses cover a wide range of topics, including the Constitution, budget compilation, and governance. Academic courses are open to people from the private sector as well as civil servants. As far as civil servants are concerned, primarily those on a fast track are eligible for these courses. Academic courses allow students to obtain a Post Graduate Diploma in Civil Service Management and an Advanced Diploma in Civil Service Management among other diplomas.

Apart from training provided by UCSB, some ministries have their own training institutions. A case in point is the Graduate School of Administration and Development (GSAD), founded in

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<sup>21</sup> As with the case in question, no data from the Ministry of Defence or the Ministry of Home Affairs, for which the right to appoint ministers is held by the Commander-in-chief of the Defence Services of the Republic of the Union of Myanmar, was obtained.

2014 under the Ministry of Planning, Finance and Industry. GSAD offers 6-month full-time courses for assistant directors and staff officers as well as 9-month part-time courses for directors and deputy directors. These courses allow students to obtain a diploma in four areas: (i) public policy and administration, (ii) development planning and practice, (iii) statistics, and (iv) international economic relations.

The UCSB officials we interviewed<sup>22</sup> admitted that training teaching staff is a pressing issue for CICS. To address the issue, two teaching staff members at CICS have studied or are studying in Japan under JDS. They expressed expectations for JDS, when they added that since the CICS is a training facility for civil servants, sending teaching staff members to Japan under the program benefits Myanmar's civil service personnel as a whole. Japan is not the only bilateral donor that actively offers training for CICS. According to the UCSB officials we interviewed, in 2019 alone the China National Academy of Governance provided 3-week training to 25 CICS teaching members while the Korea International Cooperation Agency (KOICA) provided two CICS members with 2-week training.

### **Human resources of government officials**

Table 12 shows the number of civil servants in 17 ministries (gazette officers, Non-gazette officers), bachelor's degree, master's degree, doctoral degree holders, and military personnel confirmed in the questionnaire survey to the ministries. It is said that about 90% of government officials are non-gazette officers, and the results of the questionnaire show that there are differences between the ministries, but the number of gazette officers tends to be overwhelmingly lower than that of non-gazette officers. On the other hand, as shown in Table 13, the number of newly recruited gazette officers varies depending on the year, but there are years that recruit more than 2,000 new officers. It is conceivable that such human resources will apply for the JDS several years later.

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<sup>22</sup> The interview was conducted at UCSB on November 28, 2019.

**Table 12 Basic information on government officials of each ministry**

No.	Ministry	Total	Gazette	Non-Gazette	Bachelor	Master	Ph.D.	Military Status Under Director	Military status Above Director	Total Above Director
1	Agriculture, Livestock and Irrigation	116,530	6,917	109,613	NA	588	166	NA	NA	358
2	Union Attorney General's Office	2,567	1,093	1,474	1,113	361	17	2	2	24
3	Office of the Auditor General of the Union	6,197	701	5,496	691	10	NA	NA	NA	23
4	Border Affairs	3,647	1,013	2,634	639	276	75	125	34	79
5	Central Bank	1,387	263	1,124	113	135	3	27	7	42
6	Union Civil Service Board	1,327	344	983	322	128	9	NA	NA	42
7	Commerce	2,570	558	2,012	402	120	10	NA	1	36
8	Construction	17,695	3,972	13,723	2,101	278	15	100	10	121
9	Ethnic Affairs	492	141	351	316	28	2	11	4	7
10	Foreign Affairs	530	530	0	530	236	6	36	20	93
11	Hluttaw Office	1,662	426	1,236	329	92	4	47	24	50
12	Hotels and Tourism	979	220	759	200	13	2	46	4	17
13	Labour, Immigration and Population	10,976	1,681	9,295	1	0	0	0	NA	60
14	Mandalay City Development	2,906	172	2,734	155	16	1	40	1	15
15	Natural Resources and Environmental	10,252	988	9,264	156	16	1	40	4	23
16	Planning, Finance and Industry	34,070	7,101	26,969	8,137	1,070	23	453	146	416
17	Religious Affairs and Culture	2,149	542	1,607	347	130	26	55	10	58

**Table 13 Number of newly employed gazette officers<sup>23</sup>**

Year	Newly Employed Gazette Officer
2007/2008	1,370
2008/2009	2,580
2009/2010	241
2010/2011	324
2011/2012	869
2012/2013	1,656
2013/2014	1,500
2014/2015	314
2015/2016	1,257
2016/2017	2,486

<sup>23</sup> See JICA, *Myamma Komuin Seido ni Kakaru Johoshushu / Kakuninchosa* [Data collection survey on the civil servant system in Myanmar].

## **Human Resource Development Needs**

The following table shows the human resource development needs of the 18 ministries that were confirmed<sup>24</sup>. There is a need for human resource development in specialized fields under the jurisdiction of each ministry. Since JDS has a wide range of accepting fields with 12 components, it can be said that it is evenly responding to the human resource development needs from each ministry. Furthermore, there is a high need for in-house management as a whole, and it is necessary to address these needs in the field of acceptance of public policy in JDS.

**Table 14 Human resource development needs of each ministry**

Ministry	Human Resource Development Needs
Agriculture, Livestock and Irrigation	Agricultural Engineering, Food Processing and Technology/Postharvest Technology, Agricultural Biotechnology/Microbiology, Veterinary Diagnosis, Capacity development (Fisheries science research and development), Fisheries sector management, Governance in fisheries, In-house management, etc.
Union Attorney General's Office	Corporate Law, Securities Exchange Law, Public International Laws, legislative vetting trainings, alternative dispute resolution mechanism, ICT
Office of the Auditor General of the Union	Auditing Skill Development, International Accounting Standards, ICT
Central Bank	In-house management
Union Civil Service Board	Training of Trainers Programs for the Central Institutes of Civil Service Upper and Lower Myanmar, Performance Evaluation System, Reviewing and updating the Civil Service Personnel Law and Rules, Code of Ethics in line with the International standards
Commerce	language training program, trade negotiation skill, ICT, In-house management
Construction	bridge operation and maintenance, maintenance awareness of roads for villagers, Rural Development Program, Management, Finance, Engineering, etc.
Electric and Energy	develop the ability and proficiency in performing the present and future tasks, In-house management, Performance evaluation, etc.
Foreign Affairs	Growth of employees, Growth of organization, Development of work culture, etc.
Hluttaw Office	HR Management, Public Relation, System Development of Public Finance and Budgetary Control, In-house management, etc.
Home Affairs	Language Skill, etc.
Hotels and Tourism	Tourism Management
Investment and Foreign Economic Relations	Research and Development, Language Training and IT Training, Negotiation Skill Development
Labour, Immigration and Population	training on performance management and leadership
Mandalay City Development Committee	In-house management
Natural Resources and Environmental Conservation	Forestry, Environmental Science and Natural Resources Management, HR Management Information System, Network Systems Administration and Web Portal Management, In-house management, etc.
Planning, Finance and Industry	English Proficiency Skill, Projects identification and screening process, ICT, Financial, Security market and banking knowledge, Lab technicians for industrial products and chemical laboratories, etc.
Religious Affairs and Culture	Good quality of education in arts, ICT, English, In-house management, etc.

<sup>24</sup> From March to April 2020, a questionnaire was distributed to the expected target organizations. Due to the new coronavirus infection, the answers from all the target organizations were not provided, but through the local consultants, 18 out of 31 organizations answered the human resource development needs.

## **Gender Consideration**

In terms of the Gender Gap Index, Myanmar ranks 114th among the 149 countries in the world, down from 88th a year earlier. The reason of a drop of 26 ranks is that the country ranks 133rd in terms of political empowerment, as women account for only 11.3 percent of Assembly membership and 3.7 percent of the Cabinet. The percentage of women is also low with regard to government officials in important positions. At the Ministry of Foreign Affairs, for example, the 11 officials in the post of director-general or higher are all men except for one woman at the highest post.<sup>25</sup> At the top 10 national universities, women represent 73 percent of pro-rectors but only 40 percent of rectors.

The current administration has declared that it will put the movement of women's empowerment into full swing. It has been implementing gender measures in civil service personnel affairs under CSRSAP, which defines performance indicators in four focus areas toward establishing systems of selecting, recruiting, promoting, and transferring civil servants that incorporate gender consideration.

In this context, JDS Myanmar fares well. Women account for some 70 percent of all current and former students under the program. Given that the proportion of women in Myanmar's government officials is about 59%<sup>26</sup>, there are no barriers to JDS application due to gender differences in Myanmar. The proportion of female JDS applicants is higher than the proportion of female government officials as a whole, and it is considered that the active role of Aung San Suu Kyi as state councillor is a symbol, leading to active female JDS application. As shown in Figure 4, the number of female JDS fellows has increased since the transfer of civil affairs in 2011. They represent about 60 percent of all the JDS returned fellows that have been promoted to the position of deputy director-general or higher. This starkly contrasts with the fact that only around 40 percent of Myanmar government officials in the position of director or higher are women.<sup>27</sup> A female JDS graduate is in the position of deputy director-general at the Ministry of Foreign Affairs. It is thus safe to say that JDS is useful in increasing the percentage of women in important positions.

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<sup>25</sup> State Counsellor Aung San Suu Kyi doubles as the Minister of Foreign Affairs.

<sup>26</sup> Ministry of Planning, Finance, and Industry, Central Statistical Organization [TA TABLE 7.11 PERCENT OF FEMALE EMPLOYED Year2017/2019]

<sup>27</sup> See Council of Local Authorities for International Relations, ASEAN Shokoku no Jienda Seisaku [Gender policies in ASEAN], p. 15.

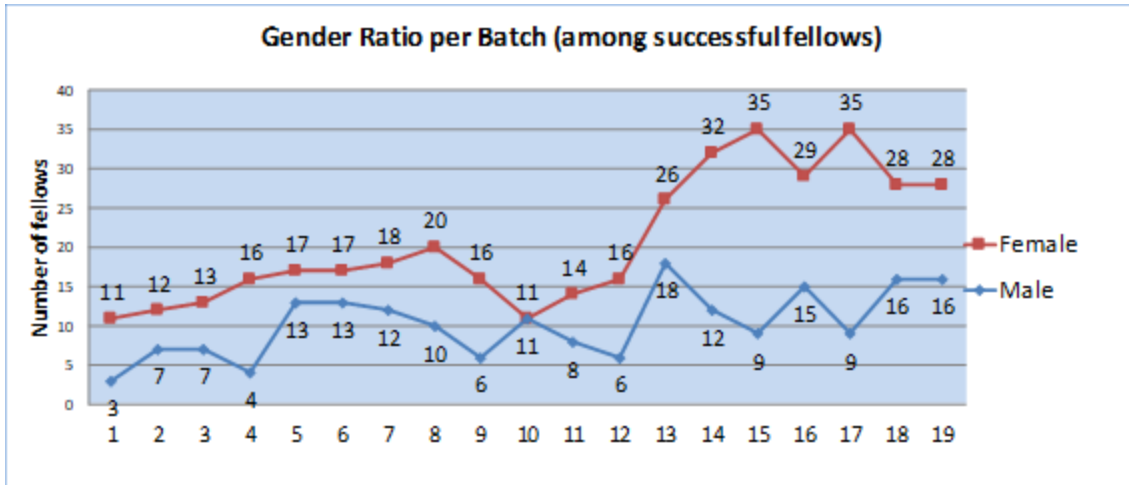


Figure 4 Number of JDS fellows by gender in each batch

#### 1-4. Trends of the Japan's ODA to Myanmar

##### 1-4-1. Overview

The economic cooperation of Japan for Myanmar began in 1954, when the diplomatic relations between two countries were established, and Japanese ODA loans and Grant Aid started in 1968 and 1975, respectively. A military government took power in 1988, and the confinement of Ms. Aung San Suu Kyi in her house in 2003 and the suppression of nationwide demonstrations in 2007 subjected the military government to strong criticism by the international community, prompting donors to take measures such as stopping or limiting new initiatives. Unlike Western countries, which provided limited and indirect assistance through international organizations and NGOs, Japan constantly continued to offer assistance to the Myanmar government. Later, following the Myanmar government's efforts for democratization, including the transfer of power to a civilian government in 2011, the Japanese government reviewed its economic cooperation policy toward the Republic of the Union of Myanmar and announced its resumption of full-scale assistance in 2012. The revised economic cooperation policy was that in order to support the democratization of Myanmar, national reconciliation, and the extensive reform efforts for sustainable development that progressed rapidly, the Japanese government would work to ensure that a wide range of Myanmar people could realize the dividends of these reforms while continuing to watch the progress in democratization, and in the revised policy, the government cited three priority areas. Furthermore, together with the review of the economic cooperation policy, the Japanese government exempted its Myanmar counterpart from overdue debts to Japan, starting to provide large-scale assistance by resuming Japanese ODA loans.

**Table 15 Country Assistance Policy for Myanmar by the Japanese Government**

Basic Policy	Priority Areas	Concrete Measures
To spread the dividends of democratization, national reconciliation and economic reforms to the people of Myanmar	1. Improvement of peoples livelihoods (including assistance to ethnic minorities and poverty groups as well as agricultural and rural development)	<ul style="list-style-type: none"> <li>● Agriculture and Rural Development</li> <li>● Assistance for Ethnic Minorities</li> <li>● Disaster Prevention</li> <li>● Medical and Health Care</li> <li>● Strengthen the Grant Assistance for Grass-Roots Human Security Project and partnership with NGOs</li> </ul>
	2. Capacity building and development of systems to sustain economy and society (including assistance for promotion of democratization)	<ul style="list-style-type: none"> <li>● Development of Systems and Improvement of Operational Capacity</li> <li>● Capacity Building and Improvement of Systems in Industrial Sectors</li> <li>● Assistance for Education</li> <li>● Dispatch of JICA Volunteers</li> </ul>
	3. Development of infrastructure and related systems necessary for sustainable economic development	<ul style="list-style-type: none"> <li>● Yangon Thilawa Development Initiative (YTDI)</li> <li>● Improvement of Transportation System</li> <li>● Energy</li> </ul>

In December 2016, at the summit meeting with State Counsellor Aung San Suu Kyi, Prime Minister Abe Shinzo announced that in accordance with the Japan-Myanmar Cooperation Program, Japan would provide economic cooperation, making contributions worth 800 billion yen over a period of five years through public-private partnerships. As indicated in Table 16 below, the Cooperation Program, which consists of nine pillars of assistance, particularly focuses on urban development in Yangon, transport, and electric power. In Myanmar, in the list of projects under the Japan-Myanmar Cooperation Program, JDS is viewed as a project that contributes to issues to be addressed in three areas: “Improvement of higher education leading to the strengthening of industrial human resources development” and “Capacity-building of government officials” both falling under “II. Enrichment of education widely received by the people and job creation in line with industrial policies”, and “III. Urban manufacturing accumulation and industrial development.”

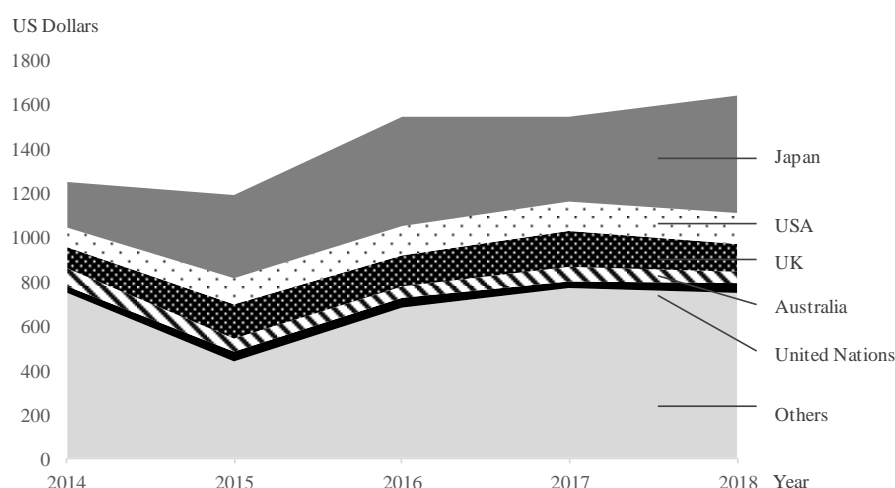
In addition, in July 2019, Mr. Min Thu, Union Minister for the Office of the Union Government, and Mr. Kono Taro, Minister of Foreign Affairs, announced that human resource development for both central and local government officials who are responsible for local administration should be focused on and the two governments would support improving the abilities of GAD officials in the Office of the Union Government who were responsible for local administration. The Cooperation Program states that the key to success is to ensure well-balanced development between provincial and urban areas, and JDS is urged to make effective use of projects with provincial development in mind.



**Table 16 Japan-Myanmar Cooperation Program**

Large item	Details
I. Agricultural and infrastructure development in rural areas	1. Expansion of agricultural finance
	2. Guidance for agricultural technology linked to agricultural and rural infrastructure development
	3. Upgrading research and development capacity
	4. Establishment of functional extension systems
	5. Encouraging private investment
II. Enrichment of education widely received by the people and job creation in line with industrial policies	1. Expansion of basic education
	2. Improvement of higher education leading to the strengthening of industrial human resources development
	3. Improvement of the vocational training system
	4. Capacity-building of government officials
	5. Protecting laborers' rights
III. Urban manufacturing accumulation and industrial development	1. Improving infrastructure and connectivity
	2. Improving rules and institutions for predictable and efficient business environment
IV. Strengthening of transportation infrastructure to connect urban and rural areas	1. Enhancement of inter-city networks
	2. Integrated projects for infrastructure development and human resources development
	3. Enhancement of connectivity with neighboring countries
	4. Effective utilization and strengthening of existing infrastructure
	5. Improvement of transport hubs facilities
V. Energy cooperation to enable industrial development	1. Realization of the optimal energy mix in the mid- and long-term
	2. Measures in the short-term
VI. Urban development/urban transport	1. Urban development
	2. Promotion of urban transport development
VII. Cooperation for improvement of the financial sector (policy-based finance/private finance)	1. Policy-based finance
	2. Private finance
VIII. Telecommunications, broadcasting, and postal services as tools to connect people	1. Development of basic infrastructure
	2. Human resources development
IX. Improvement of the health sector, which is directly linked to people's lives	1. Health system strengthening
	2. Capacity-building of healthcare professionals
	3. Infectious disease control

Changes in the results of assistance by OECD countries and international organizations in recent years are as shown in the figure below. In 2018, the amount of assistance provided by Japan reached US\$529 million. This represents 32 percent of total assistance from OECD countries and international organizations combined (US\$1,637 million). It can be said that Japan was the largest among the OECD donors that contributed to the development of Myanmar.



**Figure 5 Changes in Aid Expenditure of Major Donors and International Organizations to Myanmar<sup>28</sup>**

**(U.S. dollars in millions, based on aggregate spending)**

#### 1-4-2. Japanese Government's Scholarship Programs

##### (1) Overview

In FY 2018, the total number of Myanmar students studying in Japan, whether financed by the government or privately, was 5,928<sup>29</sup>. By educational level, privately financed students enrolled in advanced vocational schools (1,782 persons) and general schools (2,543 persons) combined accounted for about 76 percent of the total. In particular, the growth rate for students enrolled in general schools registered over sevenfold compared to 2011, when the number was 348. The number of students in institutions of higher education, including those in the master's or doctor's course, increased each year as that for other schools, reaching 538 in FY 2018 (See Figure 6).

One major reason for growth in the overall number of Myanmar students studying in Japan is that since the transfer of power to the civilian government in 2011, Japanese businesses have made increasing investments in Myanmar. Another is that until 2017, in its List of Courses of Study at Foreign Schools that Correspond to High Schools<sup>30</sup>, the Japanese Ministry of Education, Culture, Sports, Science and Technology granted qualifications for entering a Japanese university to students who completed Myanmar's eleven-year course up through high school, which was shorter than the international standards<sup>31</sup>. Furthermore, in FY 2014, the Ministry launched the Project to Promote Cooperation in Overseas Bases for Studying in Japan, locating the project's ASEAN base in Myanmar and organizing fairs in the country for those who wished to study in

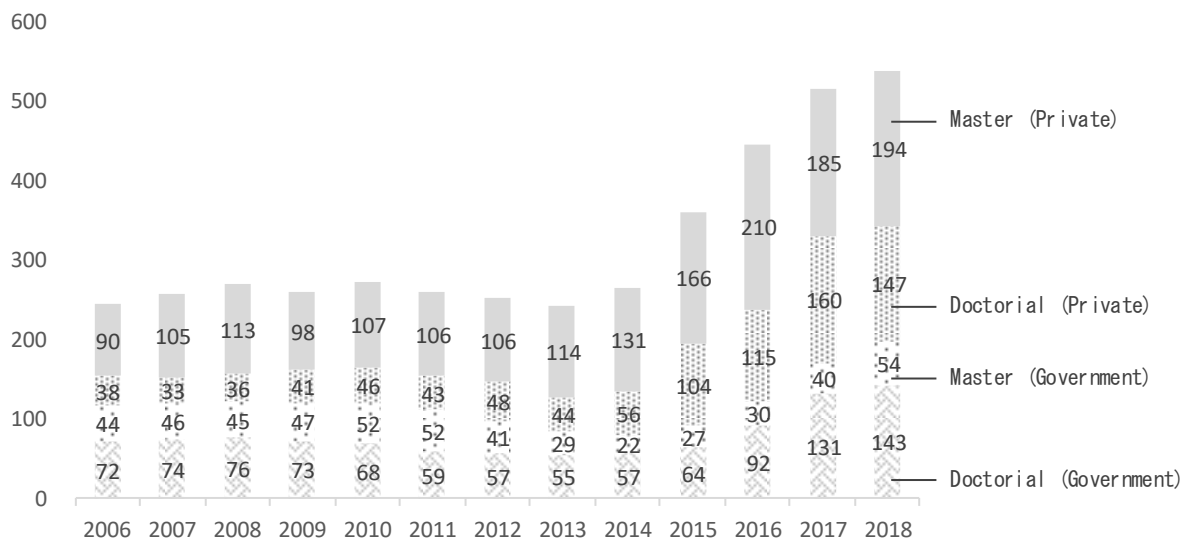
<sup>28</sup> OECD.Stat <http://stats.oecd.org>

<sup>29</sup> Source: Japan Student Services Organization (JASSO)

<sup>30</sup> MEXT, [https://www.mext.go.jp/a\\_menu/koutou/shikaku/1380756.htm](https://www.mext.go.jp/a_menu/koutou/shikaku/1380756.htm)

<sup>31</sup> From 2018, the 12-year system, which is the same as the international standard, has been introduced.

Japan to actively provide information on studying in Japan, and these steady efforts led to the growth in the number of Myanmar students studying in Japan.



**Figure 6 Changes in the number of masters and doctoral students from Myanmar (by government scholarship and privately financed)**

The Japanese government’s international student projects for Myanmar are carried out mainly by five institutions. Projects which target government officials, like JDS, can be divided into the following: (1) the Young Leaders Program (YLP) for government-sponsored overseas education systems run by the Ministry of Education, Culture, Sports, Science and Technology, (2) scholarship projects through donations from the Japanese government to international institutions, and (3) JICA long-term trainees.

**Table 17 Overseas scholarship program to Japan**

Implementing Organization	Program	Purpose, etc
Ministry of Education, Culture, Sports, Science and Technology (MEXT)	The Japanese Government Scholarship	To promote international cultural exchange between Japan and other countries and to promote mutual friendship, as well as to contribute to human resources development of foreign countries.
Japan Society for the Promotion of Science (JSPS)	JSPS Fellowship Programs for Overseas Researchers	To support the progress of research by individual foreign research fellows, as well as to promote Japanese academic research and internationalization through cooperative research relationships with foreign researchers.
	RONPAKU (Dissertation PhD) Program	To support outstanding researchers from Asian and African nations in obtaining PhDs from Japanese universities by submitting theses, regardless of the graduate school course. The aim is to improve academic research standards in the target countries and to develop academic exchange relationships between Japan and the target countries.

Implementing Organization	Program	Purpose, etc
Ministry of Foreign Affairs (MOFA)	Joint Japan/ World Bank Graduate Scholarship Program (JJ/WBGSP)	To provide middle managers in developing countries with opportunities to study in Master's degree courses in development-related areas in Western countries, Japan, etc. The project has been administered with donations from the Japanese government for longer than 25 years. More than 5,000 people have received the scholarship so far and more than 200 million dollars has been spent by the Japanese government. The project is intended for personnel in both the government and the private sector.
	Japan-IMF Scholarship Program for Asia	This is a scholarship system run in Tokyo by the IMF Regional Office for Asia and the Pacific, based on aid from the Japanese government. The scholarship is offered in order to contribute to the reinforcement of government capabilities in macroeconomic and financial policy planning and implementation, with the aim of training young government officials in the Asia-Pacific region.
	Asian Development Bank - Japan Scholarship Program (ADB-JSP)	For developing countries who are members of ADB, the program offers opportunities to obtain degrees in development-related fields in 27 designated graduate schools in 10 countries in the Asia-Pacific region. It was established in April 1988, and the Japanese government has spent more than 100 million dollars. More than 2,700 people from 35 member countries have received the scholarship. About 300 people receive the scholarship every year.
JICA	Long Term Training Program	A technical cooperation program to accept outstanding young human resources from counterparts to JICA projects in developing countries, and from government-related organizations of target countries, for a period of longer than one year, and to have them learn comprehensive and advanced knowledge and techniques.
Japan Foundation	Japanese Studies Fellowship Program	In order to promote Japanese Studies overseas, this program provides support to outstanding foreign scholars, researchers, and doctoral candidates in Japanese Studies by providing them with the opportunity to conduct research in Japan. Natural sciences, medicine, or engineering fields are not applicable. Maximum 14 months.

**(2) The Japanese Government Scholarship (Ministry of Education, Culture, Sports, Science and Technology: MEXT)**

The scholarship program was established in FY 1954. There are seven categories, namely: 1) research student, 2) undergraduate student, 3) college of technology student, 4) special training college student, 5) Japanese studies student, 6) teacher training student, and 7) young leaders program (YLP). While Myanmar students have been dispatched under all these categories, most students have been accepted as “research student”, which is equivalent to a master level graduate program like the JDS.

**Table 18 Overview of Research Student and YLP**

	Research Student	Young Leaders Program (YLP)
Purpose	To Promote the international cultural exchange between Japan and other countries, promote friendship and goodwill, while contributing to the development of human resources in other countries. Students start as research students for 1-2 years. The duration of scholarship will be extended if the students pass entrance examination of graduate schools to be regular students. Half year will be allocated for preparatory education if students' Japanese proficiency is not enough.	To invite young government officials, etc. that are expected to play an active role as future national leaders in Asian countries to Japan, to create a human intellectual network of leaders etc. of countries throughout the world by deepening the understanding of Japan, and to contribute to the construction of friendly relations between countries including Japan and improvement of policy formulations functions. 1 year Master's degree course.
Year started	1954	2001
Fields of study	All fields which Japanese graduate schools offer	Public Administration/ Local Governance (GRIPS), Medical Administration (Nagoya University), Business Administration (Hitotsubashi University), Law (Kyushu University)
Language	Japanese or English	English
Main qualifications and requirements	Age: under 35 Work Experience: no special experience is required. (Undergraduate students can apply.)	Age: under 40 (except for business administration course), or under 35 (only for business administration course) Work experience: has 3~5 years of actual work experience in the related field
Selection of Candidates	Recommendation by Japanese embassies and missions abroad, recommendation by universities	Based on recommendations from the recommending institutions of the target country, document screening at Japanese accepting university, and final selection by MEXT YLP Committee

**(3) Overseas studies scheme under ODA**

In Myanmar, in addition to JDS, JICA is implementing many overseas study projects. Many JDS accepting universities also receive the other JICA long-term training participants, mainly through the technical cooperation projects. In particular, the SDGs Global Leader Course targets excellent human resources who can be key persons in the future regarding development issues in each field. In principle, these projects will be distinguished based on the policy that the target of JDS is a core administrative officer who contributes to policy making, and that of the SDGs Global Leader Course is a technical officer who tackles a development issue. Furthermore, following the above-mentioned announcement of Japan's plan to cooperate in improving the abilities of GAD officials

responsible for local administration at the meeting between Union Minister Min Thu and the Foreign Minister Kono, the ODA overseas study scheme sets a special GAD slot (one person) at "the Long-term Training Course on Enhancement of Administrative Capacity" and expects GAD officials to participate in one JICA short-term Training Program for Young Leaders. Therefore, it is important for JDS to share the situation regarding the study abroad schemes by other ODA projects, and to distinguish JDS as a project to develop core human resources who can contribute to policy making in the medium and long term perspectives among the other ODA projects in Japan. The major projects that send Myanmar training participants to Japan are as listed below.

**Table 19 Overseas studies scheme under ODA<sup>32</sup>**

No.	Program	No.	Program
1	Long-term Training Course on Enhancement of Administrative Capacity	8	Sustainable Urban Planning and Urban Transportation Development
2	SDGs Global Leader Program	9	Innovative Asia
3	Legal and Judicial Human Resources Development	10	Development of Core Human Resources in Agricultural Sector (Phase2)
4	Investment Promotion and Industrial Development for Asian Region	11	Human Resources Development for Electricity and Energy Sector
5	Water Engineering and Utility Management for Future Leaders	12	Human Resources Development for Governmental Officers and Researchers in Mineral Resources Rich Countries
6	Disaster Risk Reduction (DRR) Leaders Capacity Development for the Sendai Framework Implementation	13	Human Resources Development in Science, Technology and Innovation
7	Core Human Resource Development for Road Asset Management (JFY2020)	14	Agriculture Studies Networks for Food Security (Agri-Net)

### 1-4-3. Situation of Private Cooperation and Exchange

#### (1) Example of Private Cooperation and Exchange

At the end of March 2020, the number of Japanese businesses registered with the Japan Chamber of Commerce and Industry in Myanmar reached 408, about eight times that in 2011, just before the transfer of power to the civilian government, indicating a sharp increase in the number of Japanese businesses operating in the country. Not only Japan but also other countries are active in investing in the country, and the number and value of foreign direct investments authorized in FY 2018 were 282 and US\$4,158 million, respectively. The countries that ranked high were Singapore with 25 projects worth US\$2,410 million, China with 140 projects worth US\$635 million, Hong Kong with 43 projects worth US\$456 million, Thailand with 11 projects worth US\$221 million, and the United States with two projects worth US\$98 million. Japan had eight projects worth US\$43 million. Singapore was conspicuous for its large investments, but its projects included ones in which other countries' businesses, including Japanese ones, invested in Myanmar through Singapore, their manufacturing base in Asia. Following Singapore, China was

<sup>32</sup> The list was provided by South Asia Department, JICA.

also noticeable in terms of the value and number of investments.

Since 2014, Japan has carried out projects such as the development of infrastructure in the port of Thilawa and the development of Yangon-Mandalay railways. It is promoting public-private partnerships, which allow both Japan and Myanmar to mutually enjoy benefits by encouraging foreign businesses led by many Japanese ones to actively invest in the latter. In October 2019, when State Counsellor Aung San Suu Kyi visited Japan to attend the Second Myanmar Investment Conference, she expressed her high expectations for responsible investments by Japanese businesses.

Since FY 2014 (arrivals in 2015), the JDS Myanmar projects have set a slot for the private sector. If the slot for NGO projects implemented between 2006 and 2009 is included, the number of JDS fellows who studied in Japan using the slot for the private sector reached 85. After they returned home, many of the JDS fellows in the private-sector slot have been promoted to important posts in the organization with which they were affiliated, or become independent. It is possible to effectively use the JDS private-sector slot to indirectly support Japanese businesses that are highly motivated to invest in Myanmar. One example is to help match these JDS returned fellows with Japanese businesses that advance into the Myanmar market through JICA's private partnership projects.

#### **1-5. Trend of Other Donor's Aid**

In the 1970s and 1980s, under foreign-hosted scholarship programs, Myanmar government officials studied only in West Germany and Japan, and therefore, many of the current high-ranking government officials and senior university managers are former students who studied in Japan while being financed by the Japanese government<sup>33</sup>. In the 2000s, when avenues for studying or being trained overseas were closed as economic sanctions were imposed on Myanmar, JDS provided precious opportunities to acquire cutting-edge knowledge overseas and experience the international circumstances<sup>34</sup>. However, in recent years, as other donor countries offered various scholarships, the situation of assistance has changed, making it difficult to collect superior students simply by carrying out JDS projects.

Table 20 below lists the top five countries, excluding Japan, which have implemented scholarship projects for Myanmar government officials during the past three years. During the interval, Thailand and China have accepted over 200 students in master's courses, and this is larger than JDS, under which 176 students were accepted. JDS started to accept students in doctor's courses in 2016, and since then, up to four students were accepted each year, but Thailand and China have accepted over 100 students during the three years. The acceptance by other countries of a large number of students in the doctor's courses as mentioned above makes them strong candidates

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<sup>33</sup> Excerpts from "Demand for Human Resources and Reforms of Higher Education in Myanmar" by Takao Kamibeppu

<sup>34</sup> Excerpts from "The Economic Cooperation of Japan for Myanmar" by JETRO

when JDS returned fellows consider where they should go for a doctor’s course.

A comparison of the fields of study where students are accepted indicates that disaster risk reduction, economy/business administration, educational administration/policy, transport, electric power/energy, and urban development planning, which together constitute the components of JDS, are highly likely to be the fields of study offered by JDS alone. Other scholarship programs include teacher training but lack human resources development related to educational policy, while “educational administration/policy” is offered by JDS. Moreover, JDS is characterized by its detailed classification of fields of study into “transport,” “electric power/energy,” and “urban development planning” while other donors’ programs may include all of them in a single field of study: engineering.

Especially in China, there is no limit on the number of slot that can be accepted, and the Ministry of Education asks each ministry about the desired number of each ministry and reports it to the Chinese side. The Ministry of Education speculated that the reason why the number of students studying in China has decreased sharply in 2019 may be that the needs have declined because many government officials have been already studying in China. Under such circumstances, it can be confirmed that JDS, which accepts 44 students each year, is still a popular scholarship from government officials.

According to the government official who studied abroad with the Chinese scholarship, the Chinese scholarship is a system in which fields and universities can be freely selected, but it is popular in the field of environmental science. The students are required to speak Chinese, and language is a big barrier. It is possible to choose a Chinese course locally for half a year before admission. In addition, although MBA is popular in Thailand, it is considered that the disadvantage is that the scholarship amount is small, and in India, IT and medical care are popular, and the fact that the environment is similar to Myanmar is considered to be an advantage for India.

**Table 20 Number and fields of other donor scholarships for civil servants in Myanmar<sup>35</sup>**

Donor		Thailand	Australia	China	Korea	India	JDS
Master	2016	48	14	30	28	1	44
	2017	76	18	97	46	8	44
	2018	71	17	88	27	19	44
	2019	50	15	5	33	15	44
	Total	245	64	220	134	43	176
Doctorial	2016	18	3	40	5	0	4
	2017	34	4	65	8	5	4
	2018	25	1	52	13	3	4
	2019	33	1	3	4	1	4
	Total <sup>36</sup>	110	9	160	30	9	16

<sup>35</sup> The information was obtained from the Department of Education Research, Planning and Training, Myanmar Ministry of Education.

<sup>36</sup> The number of accepted master's and doctoral programs in 2019 is the actual value up to September 2019.



Study Field (Other Donors)	Teacher Education, Health, Agriculture, Livestock, Forestry Economics, Management, Statistics, Culture, Social Studies, International Studies, Law, Science, Water Studies, Engineering, ICT, Linguistic Service, Defence, Others
JDS Component	Agriculture and Rural Development, Disaster Risk Management, Health, Administration/Policy, Law, Public Policy/Administration, <u>Economics/Business Management</u> , International Relations, <u>Educational Development/Planning</u> , ICT, <u>Transportation/Traffic</u> , <u>Electric Power/Energy</u> , <u>Urban Development Planning</u>

Program	
Thailand	<ul style="list-style-type: none"> <li>● Mekong Sub region</li> <li>● WHO Fellowship</li> <li>● King Mongkut's Institute of Technology Ladkrabang, etc.</li> </ul>
Australia	<ul style="list-style-type: none"> <li>● Australia Award, etc.</li> </ul>
China	<ul style="list-style-type: none"> <li>● China Scholarship Council(CSC)</li> <li>● China Government Scholarship</li> <li>● CGS Mekong- Lanchang China ASEAN, etc.</li> </ul>
Korea	<ul style="list-style-type: none"> <li>● Sejong-KB ASEAN Young Leaders Program</li> <li>● LEE Jong-wook Fellowship Program</li> <li>● International Scholar Exchange Fellowship</li> <li>● APISC</li> <li>● Korea Testing &amp; Research Institute, etc.</li> </ul>
India	<ul style="list-style-type: none"> <li>● National Leprosy Eradication Program, etc.</li> </ul>

## Chapter 2. Contents of the JDS Project

### 2-1. Overview of JDS Project

The JDS project is a grant aid project that provides scholarships to international students from partner governments with purpose on developing human resources who can be expected to play central roles in policy making and implementation for socio-economic development of the developing countries. It was established in FY 1999 under the Japanese government’s “100,000 International Students Plan.”

The JDS project is not for supporting individuals, but characterized by focusing on developing human resources engaging in the priority areas (Sub-Programs) that are selected through discussions between target countries and Japanese related parties.

On the basis of the above mentioned aim and features of the JDS project, the preparatory survey team investigates human resource development needs corresponding to the concerned Sub-Programs established based on the national development plan of the target country and Country Assistance Policy for the Republic of the Union of Myanmar by the Japanese government, and existence of potential candidates at expected Target Organizations and others. Further, based on the result of the said survey, the survey team formulates the scale of the JDS project set as four-batch package, and program plan of each Sub-Program (the Basic Plan for the Sub-Program).

#### 2-1-1. Project Design

Table 21 shows the JDS priority areas and key development issues and expected degrees identified on the basis of the field survey conducted from November to December 2019.

**Table 21 Framework of JDS Myanmar (intake FY2021-2024)**

JDS Sub -Program	JDS Component	Slot	Increase or decrease from the current phase
1. Assistance for improvement of people’s livelihoods	1-1 Agriculture and Rural Development/Environment	3	-1
	1-2 Disaster Risk Management	2	
	1-3 Health Administration/Policy	2	
2. Assistance for capacity building and institutions development to sustain economy and society	2-1 Law	4	-1
	2-2 Public Policy/Administration	7	+3
	2-3 Economics/Business Administration	7	
	2-4 International Relations	2	
	2-5 Educational Development/Planning	3	+1
3. Assistance for development of infrastructure and related systems necessary for sustainable economic development	3-1 ICT	3	-3
	3-2 Transportation/Traffic	4	
	3-3 Electric Power/Energy	4	
	3-4 Urban Development Planning	3	+1

Total 44

## **(1) Number of JDS fellows**

When the number of JDS fellows to be accepted was decided, the Myanmar government requested to increase the slot for JDS fellows to be accepted because JDS returned fellows continued to be promoted and take important posts in various ministries, steadily demonstrating the satisfactory results of JDS. The survey team explained to the government that in practice, the slot for ministries would finally be expanded, as it was planned that the slot allocated to the private sector, which had stood at 11 in the previous phase, would be decreased to six, and the government agreed that 44 fellows would be accepted as in the previous phase. In addition, as shown in the table above, the slot for JDS fellows to be accepted in several components was increased or decreased compared to the current phase taking into consideration factors such as the number of applicants in the past phases and the high needs of ministries for particular components.

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

In view of Japan's economic cooperation policy toward Myanmar, it was also agreed that JDS would continue to be implemented in the current phase without changing the subprograms and components significantly. One partial change involves "1-1. Agricultural, Rural Development" being renamed "1-1 Agricultural and Rural Development/Environment," because in the current phase there were many applicants who submitted a research plan related to the environment in this component and because the sustainability of the environment was one of the priority issues of MSDP, Myanmar's long-term national plan.

In order to prevent the mismatching of applicants' research subjects, it is also important to add research subjects expected in each development issue to the list of components for reference information when starting to accept applications. Research subjects to be added will be discussed at the first meeting of the Coordinating Committee.

In addition, Reasons for increase/decrease of the following three areas among the components in which the number of slots has changed, are explained as follows.

### **1-1. Agriculture and Rural Development/Environment (4→3)**

As mentioned above, this field is also defined as a priority field for MSDP, but it is not limited to JDS, but also the other JICA project such as "Agricultural Sector Core Human Resource Development (Phase 2)" and "Agriculture Network for Food Security" accept students in this field. Therefore, one slot has been deducted from the current phase. Although JDS has accepted the faculty member of national universities under the umbrella of Ministry of Agriculture, Livestock and Irrigation, the differentiation with other projects will be implemented by limiting the eligibility of JDS to government officers at Ministry of Agriculture, Livestock and Irrigation, and Ministry of Natural Resources and Environmental Conservation.

## **2-2. Public Policy/Administration (4→7)**

In the JDS Basic Research (2019), it has been proposed that the target of JDS according to the stage of development should shift from the sector ministries to the policy making ministries that has an influence on development issues. Also, in “1-3. Civil Service System in Myanmar (5) Human Resource Development Needs”, it was confirmed that there is a high human resource development needs from the Myanmar side that falls under the “Public Policy/Administration” field. As a result, the number of slots in this field increased by three compared to the current phase.

## **3-1, ICT (6→3)**

This field in the current phase has been allocated to 3 ministries and 3 private sector slots. In the next phase, the number of ministries slots will remain unchanged and only the private sector slots will be abolished. In this field, the Ministry of Transport and Communications can be the main target ministries, but as described in “1-3. Civil Service System in Myanmar (5) Human Resource Development Needs”, many ministries has an issue to utilize ICT system and there is a great need for human resource development in this field outside the Ministry of Transport and Communications. On the other hand, regarding private sector slots, in the current phase, the number of applicants from private sector in the same field was extremely low, and there were cases in which applicants declined, and it was not possible to make a selection with a sufficient competitive ratio. IT-related private companies, which are considered to have a high interest in ICT, have severe competition with other companies in the same industry, and it is difficult for employees to take two years of leave to study abroad. It can be said that the method to receive master degree in Myanmar rather than abroad is very popular. For this reason, it was decided to abolish the 3 private slots in the current phase.

## **(3) Target Organization**

In the past, in collecting applicants for JDS in Myanmar, the number of officials nominated in each component (four times the number of fellow to be accepted) was decided at the first Coordinating Committee meeting and the Scholarship Selection and Approval Committee, for which the Ministry of Education served as the secretariat, allocated nomination slots to ministries, and officials nominated by ministries to which the slots were allocated applied for JDS. Each year, the Coordinating Committee examined and approved ministry allocation plans, and therefore, it was decided that the same procedures would be followed in the next phase as well. For this reason, it was agreed that the final decision on eligible ministries to which slots should be allocated should be made at the first Coordinating Committee meeting each year as in the previous phase.

This preliminary survey also confirmed how to handle the General Administration Department (GAD) of the Ministry of Office of the Union Government in this program. Initially, the survey team considered setting a special slot for GAD officials taking into consideration the

announcement by the then Foreign Minister Kono of Japan's support for the capacity-building of GAD officials through JDS at the meeting with Union Minister Min Thu in July 2019. Finally, it was confirmed that there were concerns with the English abilities of GAD officials who applied in 2019, as their marks were low, at 460, compared to 491, the average scored by the past JDS successful candidates. From the viewpoint of securing promising administrators in a stable manner, as support through other JICA projects was being considered, it was concluded that it was appropriate to expand the nomination slot in order to encourage GAD officials to compete with applicants from other ministries rather than setting a special slot for GAD officials.

#### (4) Private Sector Slot

Since FY 2013 (arrival in Japan in FY 2014), after the transfer of power to the civilian government in 2011, the JDS Myanmar scholarship projects have accepted not only young government officials but also people from the private sector out of recognition that partnerships with industry were also needed for the development of Myanmar. In the previous phase, part of the nomination slot---11 of the 44 fellows---was allocated to three private organizations: the Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI), Federation of Myanmar Engineering Societies (Fed.MES), and Myanmar-Japan Center for Human Resources Development (MJC). However, some private organizations nominated only a small number of officials for applicants, and there were cases in which applicants withdrew their applications in the screening process. The competition rate for the private-sector slot was lower than that for the ministry slot, and it was confirmed that there were high needs for the increase of slot among various ministries. Based on such circumstances of Myanmar, together with the policy of the JDS project as a whole that focuses on administrative officers who contribute to policymaking, it was agreed that the private-sector slot in the current phase should be decreased from eleven to six while the ministry slot was expanded from 33 to 38.

**Table 22 Change in the number of private slots in the next phase**

Organization	Allocated Field	Current Phase		Next Phase		Increase and Decrease
			Total		Total	
UMFCCI	2-3 Economics/Business Administration	3	5	2	2	-3
	3-1 ICT	2		0		
Fed. MES	3-1 ICT	1	5	0	3	-2
	3-2 Transportation/Traffic	1		1		
	3-3 Electric Power/Energy	2		1		
	3-4 Urban Development Planning	1		1		
MJC	2-3 Economics/Business Administration	1	1	1	1	0

#### (5) Accepting Universities

In the past, JICA has presented the fields of study and development issues expected to be covered by the JDS Myanmar to universities that had accepted or newly wished to accept JDS fellows and

invited them to submit proposals for acceptance with respect to the countries from which they wished to accept JDS fellows. As a result, a total of 87 proposals were submitted from 32 universities and 44 graduate schools.

In accordance with its evaluation procedures, JICA evaluated the content of proposals submitted by these universities as well as the results of JDS and other foreign students accepted in the past and other evaluation items. Later, at the discussion held in December 2019, universities that ranked high in the evaluations by the Japanese side among those which had submitted proposals for each component were presented to the Myanmar government, and explanations were given about the characteristics and other attributes of the universities selected. As the result of discussion, an agreement was reached on accepting universities and the number of JDS fellows to be accepted as listed in the table below.

**Table 23 Accepting Universities of the JDS Project in Myanmar**

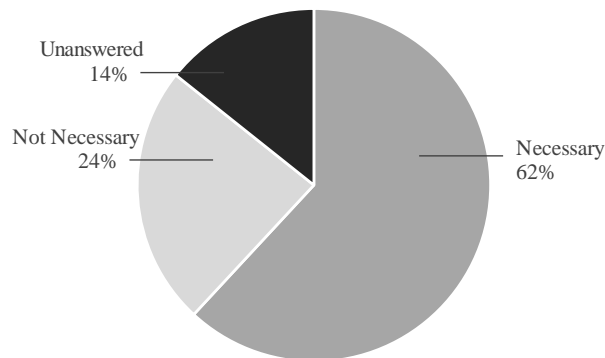
Sub Program	Component	Accepting University	Slot
1. Assistance for improvement of people's livelihoods	1-1 Agriculture and Rural Development/Environment	Obihiro University of Agriculture and Veterinary Medicine, GS of Animal and Veterinary Sciences and Agriculture	2
		Kyushu University, GS of Bioresource and Bioenvironmental Sciences	1
	1-2 Disaster Risk Management	Nagoya University, GS of Environmental Studies	2
	1-3 Health Administration/Policy	Nagasaki University, School of Tropical Medicine and Global Health	2
2. Assistance for capacity building and institutions development to sustain economy and society	2-1 Law	Nagoya University, GS of Law	2
		Kyushu University, GS of Law	2
	2-2 Public Policy/Administration	Meiji University, GS of Governance Studies	3
		National Graduate Institute for Policy Studies, GS of Policy Studies	2
		International University of Japan, GS of International Relations	2
	2-3 Economics/Business Administration	Ritsumeikan Asia Pacific University, GS of Management	(3)
		International University of Japan, GS of International Management	2
		Hiroshima University, GS of Humanities and Social Sciences	2
	2-4 International Relations	International Christian University, GS of Arts and Sciences	2
	2-5 Educational Development/Planning	Hiroshima University, GS of Humanities and Social Sciences	3
3. Assistance for development of infrastructure and related systems necessary for sustainable economic development	3-1 ICT	Kobe Institute of Computing, GS of Information Technology	3
	3-2 Transportation/Traffic	Yokohama National University, GS of Urban Innovation	1+(1)
		Saitama University, GS of Science and Engineering	2
3-3 Electric Power/Energy	Kanazawa University, GS of Natural Science and Technology	1+(1)	

		Kumamoto University, GS of Science and Technology	2
	3-4 Urban Development Planning	Hiroshima University, GS of Advanced Science and Engineering	2
		Yokohama National University, GS of Urban Innovation	1+(1)

Ministry Slot 38 Private sector Slot (6) Total 44

### (6) Ph.D. Programs

The doctor's course expects future leaders knowledgeable about Japan who are trained in Japan to play a leading role in the development of Myanmar at a higher level after they obtain a master's degree, and the slot for Myanmar allocates four fellows to the doctor's course starting from the current phase. Through a questionnaire survey of ministries implemented as part of the preparatory survey in question, the needs of ministries for doctoral courses were investigated. As a result, high needs for doctoral courses could be confirmed, with 13 out of 21 ministries submitting replies. The Office of the Auditor General of the Union answered it had no urgent needs, although it recognized the necessity of doctoral courses. The Union Attorney General's office pointed out that there are small numbers of scholarships available in Japan for doctoral courses. Given such circumstances, opinions were expressed to the effect that the JDS Doctoral Program was an excellent opportunity for government officials who had studied abroad in Japan. At the present stage, although the acquisition of the doctoral degree itself does not directly affect the promotion, however there were also cases that when rector of Yangon Economic University was appointed as the Minister of the Former Ministry of National Planning and Economic Development, excellent faculty members from the university were extracted all at once and assigned to posts such as the central bank and the Ministry of Planning and Finance, and there are also cases where specialized knowledge was evaluated and the officers were placed in key positions. Moreover, results confirming high needs for fostering faculty members were obtained from ministries that have universities under their umbrellas, such as the Ministry of Education, the Ministry of Agriculture, Livestock and Irrigation, and the Union Civil Service Board.



**Figure 7 Necessity of doctoral degree at target organization**

Applicants are required to submit a letter of recommendation that states that they can graduate in three years, from a professor who plans to guide them after admission. This is an extremely strict requirement, but the rate of qualified applicants exceeds three times the slot each year, a fact that enables the survey team to confirm the high quality of Myanmar JDS returned fellows who study in Japan and the high popularity of the doctor’s course among them. Other countries see only a small number of fellows apply for the doctor’s course if applicants are limited to JDS returned fellows, and there are examples of recruitment in which those who have studied in Japan can also apply for the doctor’s course. In Myanmar, however, there have been a sufficient number of applicants even if they were limited to JDS returned fellows. Therefore, it was decided that the slot for the doctor’s course in the current phase should continue to be four from among JDS returned fellows and that the detailed requirements should be determined at the first Coordinating Committee meeting.

## 2-1-2. Implementation System of the JDS Project

### (1) Coordinating Committee Members

It was agreed during the field survey in December 2019 that as in the current phase, the Coordinating Committee should consist of members from three Myanmar organizations (Ministry of Education, Ministry of Investment and Foreign Economic Relations, and Ministry of Foreign Affairs) and two Japanese organizations (Embassy of Japan in Myanmar and JICA Myanmar office). The Director General of the Department of Education Research, Planning and Training, the member of Coordinating Committee of this program, is the secretary of the Scholarship Selection and Approval Committee, the highest decision-making organization for the development of government officials<sup>37</sup>. Meanwhile, the Foreign Economic Relations Department (FERD) of the Ministry of Investment and Foreign Economic Relations serves as a department for donors to contact for assistance, and the Ministry of Foreign Affairs is one of the government agencies using JDS most effectively in which many JDS returned fellows take important posts, including permanent secretary. The decision on the members of the Coordinating Committee has allowed the continuation of a perfect implementation system as JDS strives to continue to improve its program in the future.

**Table 24 Coordinating Committee Member**

Country	Role	Member
Myanmar	Chair	Ministry of Education
	Member	Ministry of Investment and Foreign Economic Relations
	Member	Ministry of Foreign Affairs
Japan	Vice-Chair	Embassy of Japan in Myanmar
	Member	JICA Myanmar Office

<sup>37</sup> Chair of this committee is appointed from UCSB, and vice-chair is vice minister of Education.



## (2) Role of Coordinating Committee

The functions and roles of the Coordinating Committee based on the JDS operational guidelines were confirmed again with the members of the Committee. Since JDS is not a mere scholarship project but is an input for development, the Coordinating Committee in Myanmar is expected to provide active cooperation in the collection and screening of applications and use JDS fellows effectively after they return home. In particular, Myanmar uses a nomination system rather than inviting applications from the public, and JDS is designed so that the Coordinating Committee considers and approves ministry allocation plans and submits the approved plans to the Scholarship Selection and Approval Committee, which is responsible for training government officials, and nomination slots are allocated to target ministries. Therefore, compared with the other JDS implementing countries, it is essential to identify the needs of ministries properly in order to ensure that the rate of successful candidates is kept high and that officials of high quality apply, and all decisions made by the Coordinating Committee are extremely more important.

**Table 25 Role of Coordinating Committee**

Role	Details
Formulate the recruitment and selection plan	Based on Myanmar's national development plan and Japan's economic cooperation policy, the basic policy of recruitment activities for each fiscal year (priority development issues, slot allocation, application briefing method, etc.) will be determined. Selection principles for JDS project in Myanmar determined in accordance with the JDS Operating Guidelines
Interview the candidates	At the third-round selection (comprehensive interview), the interviewer evaluates the potential candidate; the Coordinating Committee makes the final determination on candidates
Select JDS fellows from the candidates	The final candidates selected through the selection process are approved by the Coordinating Committee
Promote effective utilization of JDS returned fellows and follow-up	Follow-up including strategies for utilizing JDS returned fellows to promote the outcomes of the project
Others	Principles to be determined when JDS returned fellows occur and necessary measures to be undertaken Attendance at events such as farewell reception and reporting session upon return, with suggestions provided with a view to encouraging statements to be made about the outcomes of JDS In addition, respond to any necessary matters in relation to operation of the JDS scheme and make decisions as appropriate

### 2-1-3. Basic Plan for Sub-Programs (Master' Program)

Based on the framework agreed upon during the field survey in December 2019, the Basic Plan will be drafted in each of the JDS priority areas (Sub-Programs) and it will be presented to the first Coordinating Committee.

Each Basic Plan outlines the objectives and evaluation indicators and also describes the role of JDS in the context of development policy in Myanmar in each of the JDS priority areas. In addition, it sets out the principles and a summary of the history of aid provided by Japan, and

describes the initiatives undertaken by the accepting universities. The JDS fellows for four batches will be formulated as a single package or phase. JDS fellows are sent under the same Sub-Programs/Components, Target Organizations and accepting universities for six years, in accordance with the Plan. This approach is designed to boost the policy-making and administrative competencies of core personnel and in turn enhance the policy-making capacity of Target Organizations.

Table 26 is proposed applicant eligibility of the JDS project in Myanmar. Details will be approved at the first Coordinating Committee of FY 2020.

**Table 26 Applicant Eligibility of the JDS Project in Myanmar (Tentative)**

item	Condition
Nationality	Citizens of Myanmar
Age	Between 22 and 40 as of April 1st in the year of dispatch
Academic Background	Hold a Bachelor Degree
Occupation	<p>&lt;Government officials&gt; Working experience for 2 years or more as governmental official is preferable.</p> <p>&lt;Private Sector Slot&gt; 1. Have a full-time job 2. Have work experience for 2 years or more (*Preferably 2 years or more in current job at application time) 3. Take long-term leave and return to the work place after 2 years studying (*Not to resign or change a job after the application)</p>
English Proficiency	<p>Have a good command of both written and spoken English. TOEFL score of 500 or equivalent is required.</p> <p>*Each university has standard preferably score as for reference.</p>
Others	Has not been awarded or not scheduled to receive other scholarship.
	Has not obtained a master's degree in a foreign country under any kind of scholarship.
	JDS Fellows are obliged to return and work within Myanmar in order to make a contribution to the development of Myanmar through their work in the Allocated Ministry/Organizations, complying with the Pledge required by the Ministry of Education.
	Basically, military personnel and military civilian employees registered on the active list, personnel on temporary leave from the active list, and personnel in compulsory military service are ineligible to apply for admission. Those who have military status can apply for "CP1-2: Disaster Risk Management, CP2-2: Public Policy/Administration, and CP2-4: International Relations".
	In good mental and physical health

#### 2-1-4. Acceptance into the Ph.D. Program

In the current phase, high needs for the doctor's course among JDS returned fellows were confirmed. Therefore, in the next phase as well, the first Coordinating Committee meeting will determine how to collect and screen applications in accordance with the objectives and basic policy described below.

##### (1) Objectives

In addition to allowing JDS fellows to make policy and other decisions on development issues in

their respective countries from a broad point of view based on high-level knowledge and research results, the objective of the doctor's course is to develop human resources that lead international discussions as representatives of their respective countries and exert influences on domestic and foreign affairs from a global perspective by establishing a network of connections worldwide. Another objective is to develop true leaders knowledgeable about Japan in the countries by encouraging them to build and evolve favorable relationships with Japan throughout the doctor's course.

## **(2) Basic policy**

JDS fellows will be accepted in autumn at the second year since the project starts. Aside from that for the master's courses, the number of JDS fellows to be accepted is set at four. Fulfilling the all four slots for the doctor's courses is not considered as a goal. The slot is fulfilled only if there are appropriate candidates for the course.

## **(3) Form of acceptance and treatment**

In principle, the upper limit to the period of support is three years<sup>38</sup>. The scholarship during the stay in Japan is granted in the same way as for government-financed research students in the doctor's course.

## **(4) How to recruit and select applications**

Apart from those for the regular master's course slot, applications, recruitment and selection policy are decided by the JDS Coordinating Committee. Applicants are required to obtain the prior approval of their belonging organizations and the accepting university (and required documents such as guidance plans and letters of recommendation) and submit an application together with a set of application documents and research plans.

Applications are screened by the JDS Coordinating Committee. The nomination letter submitted by the applicant's belonging organizations should describe the order of priority for applicants from the ministry. If the number of applicants is three times the acceptance slot or larger, it must be narrowed down to 12, three times the acceptance slot based on the order of priority. Later, the Coordinating Committee member conducts the document screening and the interview to decide a final successful candidates.

Unlike the master's course, the JDS doctor's course requires final successful candidates to submit an application to the university to which they apply and take entrance examinations there. If they fail to pass the examinations, their status as the JDS final successful candidates will be revoked. This does not necessarily mean that each year four JDS fellows are admitted to a Japanese university to study in the JDS doctor's course.

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<sup>38</sup> The period can be extended by up to six months only if it is judged that the student concerned is highly likely to obtain a doctor's degree.

**Table 27 Applicant Eligibility of the JDS doctor's course in Myanmar (Tentative)**

Item	Condition
Age	Under 45 years old as April 1st in the year of dispatch
Academic Background	Obtained a Master's degree under JDS
Work Experience	2 years full time work experience as governmental official after obtaining a Master's degree with JDS or more years followed by the regulation of each ministry
English Proficiency	Sufficient English ability to obtain a PhD from a Japanese graduate school
Others	Obtaining a letter of recommendation from the prospective supervisor (being able to confirm the possibility of graduation for three years)
	Must obtain a permission letter (Official Nomination Letter) from his/her belonging organization
	Basically, military personnel and military civilian employees registered on the active list, personnel on temporary leave from the active list, and personnel in compulsory military service are ineligible to apply for admission. Those who have military status can apply for "CP1-2: Disaster Risk Management, CP2-2: Public Policy/Administration, and CP2-4: International Relations".
	Must be mentally and physically in good health

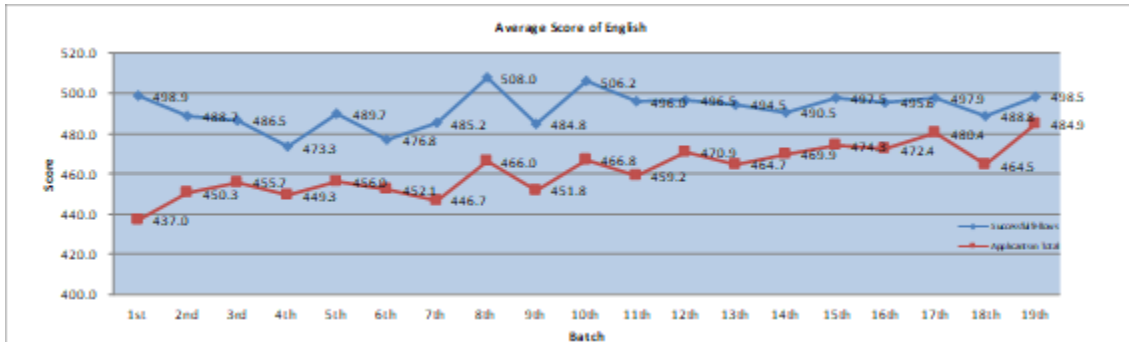
## 2-2. Obligations of Recipient Country

In collecting and screening applications for JDS scholarships, the Ministry of Education, which serves as the chairman of the Coordinating Committee, plays a leading role in planning, implementing, managing, and supervising JDS. Since the commencement of the project, the JDS Myanmar has used a method in which the first meeting of the Coordinating Committee decides the number of JDS fellows to be nominated in each area (four times the number of JDS fellows to be accepted), the Scholarship Selection and Approval Committee for which the Ministry of Education works as the secretariat allocates a nomination slot to each ministry, and officials nominated by each ministry apply for the scholarship. If a ministry fails to satisfy the allocated slot, the slot is returned, and the returned slot is reallocated to another ministry. In order to avoid this as much as possible, the Ministry of Education approaches all ministries concerned to seek cooperation in JDS, including holding meetings to provide an explanation about the project to the human resources department of each ministry.

During the period when JDS fellows study in Japan, the Myanmar government periodically monitors them through its implementation agency and submits reports to JICA. It also confirms the progress in JDS, pending matters, and so forth through periodical reports submitted by the agency and works with other members of the Coordinating Committee to take appropriate measures as required, and in addition, it takes actions such as supporting JDS fellows in collecting necessary data to write a master's thesis. The questionnaire survey conducted at each ministry indicates that in Myanmar, each ministry requires JDS fellows to submit a report on their scholastic attainments once every three months through the Myanmar Embassy in Tokyo.

In the current phase, the Myanmar government has striven to raise the overall English ability level of applicants and further improve the English abilities of final successful fellows. Its efforts

include three-week English training for all applicants and five-week, pre-departure English training for final successful candidates at the Yangon University of Foreign Languages---both provided through the Coordinating of the Ministry of Education and all fee are covered by Myanmar side.



**Figure 8 Changes in English scores of applicants and successful fellows in each batch**

In addition, since the "Post-Arrival Japanese Language Training", which was conducted immediately after JDS fellows came to Japan, was abolished, more than five weeks Japanese training for the minimum survival has been also conducted for JDS fellows in Myanmar before coming to Japan. As the Japanese language training which has been conducted by the coordination of the Ministry of Education, the survey team requested the Ministry of Education to continue the training in the next phase and obtained the consent of the Ministry of Education.

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

### 2-3. JDS Project Implementation Schedule

When Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement the JDS project from FY 2020 onwards as the result of the Preparatory Survey, the project will presumably be implemented for the next four batches according to the schedule shown in Figure 9 below. More specifically, following the conclusion of the Exchange of Notes (E/N) and Grant Agreement (G/A) every year, JICA will recommend a consultant entrusted to conduct said Preparatory Survey as the “implementing agent” to the government of Myanmar. The implementing agent will conclude a contract with the government of Myanmar to implement JDS

project on behalf of the government.

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Preparatory Survey									
1st Batch (Master)		R/S	A		R				
2nd Batch (Master)			R/S	A		R			
3rd Batch (Master)				R/S	A		R		
4th Batch (Master)					R/S	A		R	
1st Batch (Ph.D.)		R/S	A		R				
2nd Batch (Ph.D.)			R/S	A		R			
3rd Batch (Ph.D.)				R/S	A		R		
4th Batch (Ph.D.)					R/S	A		R	

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

**Figure 9 Implementation Process**

## 2-4. Recruitment and Selection Methods

### 2-4-1. Recruitment Methods

#### (1) Nomination from ministry

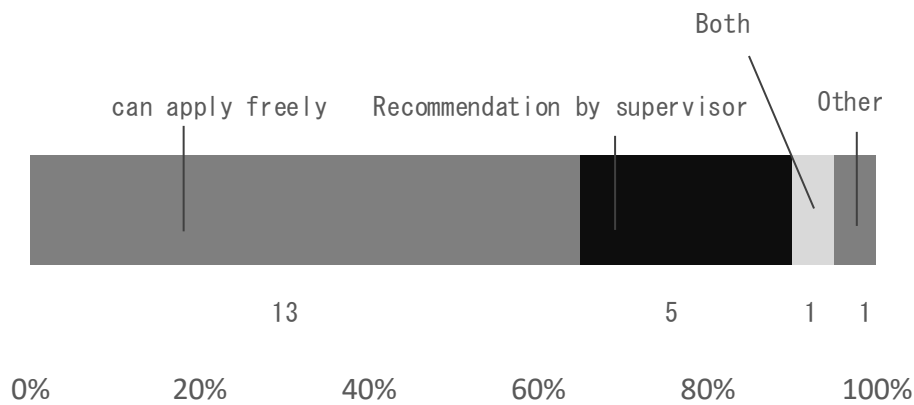
The JDS Myanmar uses a method in which the first meeting of the Coordinating Committee decides the number of officials to be nominated in each area (four times the number of officials to be accepted), the Scholarship Selection and Approval Committee (SSAC)<sup>39</sup> in which the Ministry of Education serves as the secretariat, allocates a nomination slot to each ministry, and officials nominated by each ministry apply for the scholarship. In the next phase, the Coordinating Committee will continue examining and approving the ministry allocation plan and Ministry of Education on behalf, submit it to SSAC. If a ministry fails to satisfy the nomination slot, the slot is returned, and the returned slot is reallocated to another ministry, and therefore, it is necessary to take measures to avoid the returned slots as much as possible.

For this reason, after the nomination slots are allocated to each ministry, the implementing agent works with the Ministry of Education to hold briefings for the human resources departments of the ministries and urges the ministries to nominate excellent candidates. Meanwhile, the implementing agent representatives visit each of the three organizations (UMFCCI, Fed.MES, and MJC) to which private-sector slots are allocated to request them to nominate candidates. By doing this, the implementing agent strives to ensure that suitable candidates can be nominated, in consideration of the purpose of the project, and to prevent return of the allocated slots.

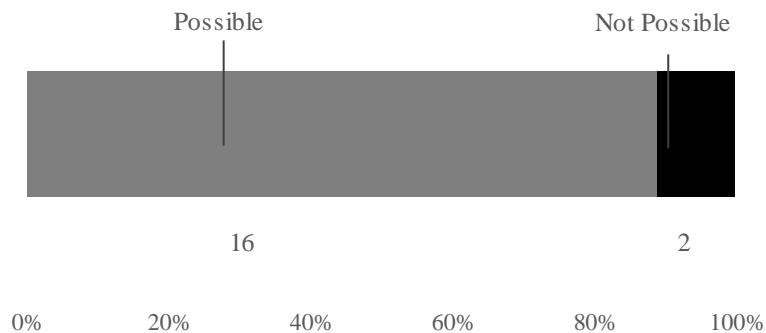
Furthermore, according to the preparatory survey, procedures undertaken inside ministries for

<sup>39</sup> Government officials studying abroad are supervised by the Scholarship Selection and Approval Committee, which decides the allocation of slots to ministries in each scholarship program.

nominating applicants were confirmed with the relevant ministries via questionnaires. It was confirmed that government officials were able to submit applications freely rather than based solely on nominations from their superiors, as per the table below. From this, it is necessary not only merely to implement explanatory meetings for personnel management officers of each ministry but also to encourage the relevant government officials to get interested in applying JDS at the internal selection of their ministries. More specifically, efforts involving cooperation by JICA experts and policy advisers as well as JDS returned fellows will be efficiently implemented.



**Figure 10 Overseas Scholarship Application Process by Ministry (Number of response: 20)**



**Figure 11 Possibility to choose the overseas travel destination by the candidates**

**(Number of response: 18)**

## **(2) Application Support for candidates**

After the nomination of applicants by ministries and private organizations is completed, explanatory meetings are held in Yangon and the capital city of Nay Pyi Taw for applications. At these meetings, JDS application guidelines are distributed, and the objectives of JDS and how to prepare application documents are explained. In addition, JDS returned fellows are invited to give

guidance on how to write research plans and talk about the experience they had when studying in Japan so that applicants can have a clearer idea of studying in Japan.

Explanations are given at the office of the implementation agency to individual candidates who cannot attend the briefing. Questions from candidates in provincial areas are answered by referring them to the website for collecting applications or via telephone as required.

### **(3) Gender Consideration**

To date, in Myanmar, the percentage of female JDS fellows has been high, at about 70 percent, and therefore, no measure to consider gender equality has been taken in the past screening of applications. In the future, taking these results and the gender-related policy touted by the Myanmar government into account, JDS will continue to examine whether consideration should be given to gender equality in its program while watching the balance between male and female JDS fellows.

#### **2-4-2. Selection Method**

Selection will be conducted in three stages: document screening by accepting university, technical interview by professor of accepting university, and comprehensive interview by the Coordinating Committee. Prior to the selection, guidelines for selection procedures will be formulated, which are to be approved by the Coordinating Committee, to select candidates according to the purpose of this project.

At the second Coordinating Committee meeting in March 2020, Japan proposed that the imbalance between the number of Japanese and Myanmar interviewers in the comprehensive interview should be corrected. In the current phase, comprehensive interviews are held by five interviewers, each of whom is elected from the respective member organization of the Coordinating Committee, and therefore, a team of interviewers consists of two Japanese and three Myanmar interviewers. Final successful candidates are selected based on the average of marks awarded by each interviewer, a system that tends to disproportionately reflect the intentions of Myanmar interviewers on the results of interviews. It has been decided that measures to cope with this issue, including selecting two interviewers each from Japan and Myanmar and weighting marks, should be taken and that this issue should be discussed again at the first Coordinating Committee meeting in 2020.

### **2-5. Pre-departure and Post-arrival Orientation, Enrichment Program and Special Program**

#### **2-5-1. Contents of Pre-departure and Post-arrival Orientation**

In order to achieve the project goal through the JDS fellows, it is further essential to understand the society and development experiences of Japan as background knowledge. According to results



of the questionnaire subjected to JDS returned fellows of other countries, as for questions about pre-departure and post-arrival orientations, more than half of them responded that Japanese language trainings and lectures focusing on Japanese culture and society were useful. Therefore, (1) Lectures to understand the social and development experiences of Japan, the basic knowledge of assistance policy toward Myanmar, (2) Programs to improve self-awareness as JDS fellows such as courtesy call to the president of JICA, (3) Orientations with the aim of enabling them to smoothly commence their life in Japan, (4) Programs to understand Japanese culture and language are going to be implemented.

During the pre-departure orientation program in Myanmar, likewise in other countries, JICA Myanmar Office will be requested to give a briefing on Japan's development experience and assistance policy toward Myanmar as well as projects currently implemented in Myanmar. In addition, the implementing agent will explain JDS program, necessary preparations and procedures to go to Japan, and introduce Japan society and culture.

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

University faculties will be requested to give lectures on the basic knowledge of Japanese politics, economy, society and culture.

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

The Japanese language training will be implemented for around at least 35 hours. JDS fellows will not only gain necessary conversation ability in Japanese, they will also gain an understanding of Japanese culture, lifestyle and social manners through hands-on learning, and they will be taught useful communication techniques for daily life. Learning Japanese is useful not only for facilitating the student life of JDS fellows, but also for building a network with Japanese people and should increase the number of learning hours in the future.

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

In regards to the impact of the new coronavirus infectious disease that occurred in 2020, it is difficult to predict the impact of orientation before and after training for JDS fellows in the next phase, which will be accepted from the next fiscal year, but considering the social changes after corona, taking care of the infection prevention, it is required to consider using video content and conducting online orientation without compromising the quality and quantity of training content.

#### **2-5-2. Contents of Enrichment Program**

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

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

According to the results of the questionnaire to the returned fellows of other countries, many of them wanted internship opportunities in the Japanese ministries and agencies, networking events with Japanese administrative officers, etc. as possible programs provided during their stay. Some programs have been already implemented, such as networking events with Japanese administrative officers conducted by the implementing agent and individual internships at the Ministry of Foreign Affairs and JICA, and it is desirable to be continued as a part of the project and further developed.

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

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

**Table 28 Methods of added value to make JDS more attractive<sup>40</sup>**

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

### 2-5-3. Contents of Special Program

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

The special program consists of the following aims.

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

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

<sup>40</sup> Basic research (110 pages) etc. are summarized.

## **2-6. Monitoring, Guidance and Counseling**

### **2-6-1. Implementation System**

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

### **2-6-2. Guidance and Counseling**

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

### **2-6-3. Monitoring**

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

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

In order to prevent the spread of COVID-19, when it is difficult to conduct face-to-face monitoring, interviews will be conducted remotely such as online interviews. In case a possible case of infection is found among JDS fellows, the implementing agent will contact frequently with them, and take the necessary support by working together with related stakeholders until the concerns is solved.

### **2-6-4. Response in Case of Emergency**

A support system is established with the assistance of call centers in the private specialized company to respond to the JDS fellows with regard to their health problems and other life-related

problems during night time, weekends and holidays, and during the year-end and New Year holidays.

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

Furthermore, the following measures will be taken to prevent JDS fellows from being infected with COVID-19 during their stay in Japan.

- Providing the information on COVID-19
- Bring to JDS fellows attention to prevention of infection
- Request for postponement of overseas travel (oversea research, private travel), provision of support for JDS fellows to return to Japan
- Hearing from JDS fellows on their health conditions, supporting JDS fellows with a possible case of infection, and providing counseling with JDS fellows who are worried

For JDS fellows who are concerned about infection, the implementing agent promptly consults with medical institutions and provides the necessary support under the guidance. In addition, if there is a possibility of infection, the implementing agent will immediately report to JICA and the persons involved in the project.

## **2-7. Follow-up**

An objective of JDS is to allow certain young government officials to obtain degrees (i.e., masters and PhDs) at graduate schools in Japan. Such officials are involved in socio-economic development in Myanmar and are expected to play important roles in the future to contribute to the solution of developmental issues in Myanmar as core personnel after returning home. It is also an objective of JDS to foster partnership between Myanmar and Japan in the future through human network creation. In order to achieve these purposes, it is necessary to acquire specialized knowledge, undertake research, and establish human networks based on study abroad at universities in Japan. Moreover, it is also essential to engage in various follow-ups for foreign students who are studying abroad as well as for JDS returned fellows. Furthermore, effective follow-ups will greatly depend upon the understanding and cooperation of the government and parties associated with relevant projects in Myanmar, in addition to proactive effort.

Myanmar has produced 456 JDS returned fellows. It is desirable to commence classification based on ministries or specialty field. According to some opinions, JDS returned fellows are highly interested in alumni association activities. Despite such high interest, the size of ministries or

specialty fields is excessively large. Moreover, workplaces for JDS returned fellows are divided into the capital Nay Pyi Taw and the city of Yangon. It is difficult to implement accurate categorization. In Myanmar, there are 68 JDS returned fellows in the Ministry of Education, 35 in the Ministry of Agriculture, Livestock and Irrigation, and 35 in the Ministry of Foreign Affairs<sup>41</sup>. Therefore, it is realistic to believe that opportunities to create networks within the individual ministries will begin to emerge, individual groups will be gradually linked together, and larger follow-up activities will be implemented. From now on, human networks bridging separate ministries will be formed, and they will become organic for JDS returned fellows. In this way, JDS's value will be enhanced and improvement of candidate quality will be achieved.

In particular, it is desirable to implement follow-up activities classified by fields that can cross the boundaries between ministries. When opinions were obtained from JDS returned fellows, it was replied that the network within ministries was robust. On the other hand, according to some opinion exchange meetings in which JDS returned fellows of deputy director general were gathered during the field surveys, such participants had no information on the existence of JDS returned fellows of other ministries. In the case of Cambodia, the implementing agent held a meeting in January 2020 for JDS returned fellows who studied in the economic field, and 16 JDS returned fellows from 5 institutions gathered. Even though it was a dinner-only gathering, the participants felt the possibility of a new network and requested the implementing agent that JDS returned fellows who continue to play active roles in the same field should gather together. Since then, the JDS returned fellows have spread the story of the association, and there have been multiple requests for implementation in other fields.

It is also necessary to move forward in working together with the JICA Alumni Association of Myanmar (JAAM). JAAM President Aung Din would like to welcome JDS returned fellows as executive committee members, attends JDS-related various events, and recommends that they join JAAM. It is greatly beneficial for JDS returned fellows to join JAAM. For them to join JAAM as JDS fellows will raise group awareness with ex-participants of JICA trainings and will be of use for cooperation within the ministries and organizations as well as network construction with JICA experts.

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<sup>41</sup> The number of JDS fellows as of May 2020 is listed, not including those who have retired, moved to another ministry, or passed away.

## Chapter 3. Evaluation of the JDS Project and Recommendation

### 3-1. Relevance between JDS Project and Development Issues / Country Assistance Policy

Based on the development plan of Myanmar and the current situation and problems of each sector, the consistency of JDS and Myanmar’s development plan was analyzed as follows.

#### 3-1-1. Conformity with Priority Development Issues in Myanmar

In 2018, the Myanmar government announced the Myanmar Sustainable Development Plan (MSDP) 2018-2030 in which it touted the vision of building “a peaceful, prosperous, and democratic Myanmar” and set three pillars (peace and stability, prosperity and partnership, and people and the earth), five goals, 28 strategies, and 251 action plans. By taking up not only the three pillars and five goals but also the 28 strategies thereunder and assessing them, the survey team confirmed in more detail the consistency between the 12 development issues (components) in JDS’s target priority areas and MSDP.

<Myanmar Sustainable Development Plan >		<JDS Sub Program>	
Theme	A Peaceful Prosperious & Democratic Myanmar	Sub Program 1	
Pillar	Peace & Stability	Assistance for improvement of people’s livelihoods	Agriculture, Rural Development / Environment
	Prosperity & Partnership		Disaster Risk Management
	People & Planet		Health Administration/Policy
Goal	Peace, National Reconciliation, Security & Good Governance	Sub Program 2	
	Economic Stability & Strengthened Macroeconomic Management	Assistance for capacity building and institutions development to sustain economy and society	Law
	Job Creation & Private Sector Led Growth		Public Policy/Administration
	Human Resources & Social Development for a 21st Century Society		Economics/Business Administration
	Natural Resources & the Environment for Posterity of the Nation		International Relations
			Educational Development/Planning
		Sub Program 3	
		Assistance for development of infrastructure and related systems necessary for sustainable economic development	ICT
			Transportation/Traffic
			Electric Power/Energy
			Urban Development Planning

**Figure 12 JDS Priority Areas and MSDP**

The consistency between the 28 strategies of MSDP and the JDS development issues is as indicated in Figure 13 below. Many of the 28 strategies are consistent with two JDS development issues: “Public Policy/Administration” and “Economics/Business Administration.” Starting from the current phase, the slot for “Public Policy/Administration” is increased from four to seven fellows, and that for “Economics/Business Administration” is maintained at seven fellows, the same as in the previous phase. These two components have the largest slot for JDS fellows to be accepted. In light of the consistency between the 28 strategies and the JDS target priority areas, it can be said that the number of slots allocated is appropriate. One of the strategies under MSDP Goal 3 is “Support job creation in industry and services, especially through developing small-and medium-sized enterprises,” and this also provides the basis for making it appropriate to continue giving slots to the private sector in the next phase. As described above, the number of fellows

allocated to acceptance slots in JDS's 12 development issues/areas and the slots allocated to the private sector are highly consistent with MSDP.

Myanmar Sustainable Development Plan 28 Action Plans under 5 Goals		JDS Component										
		Agriculture and Rural Development / Environment	Disaster Risk Management	Health Administration/Policy	Law	Public Policy/Administration	Economics/Business Management	International Relations	Educational Development/Planning	ICT	Transportation/Traffic	Electric Power/Energy
1	Secure and further foster Union-wide peace		●			●		●				
	Promote equitable and conflict-sensitive socio-economic development throughout all States and Regions					●						
	Promote greater access to justice, individual rights and adherence to the rule of law				●	●						
	Enhance good governance, institutional performance and improve the efficiency of administrative decision making at all levels					●						
	Increase the ability of all people to engage with government					●		●				
2	Effectively manage the exchange rate and balance of payments					●	●					
	Reduce inflation and maintain monetary stability					●	●					
	Increase domestic revenue mobilisation through a fair, efficient and transparent taxation system					●	●					
	Strengthen public financial management to support stability and the efficient allocation of public resources					●	●					
	Enhancing the efficiency and competitiveness of State Economic Enterprises					●	●					
3	Create an enabling environment which supports a diverse and productive economy through inclusive agricultural, aquacultural and polycultural practices as a foundation for poverty reduction in rural areas	●				●	●					
	Support job creation in industry and services, especially through developing small-and medium-sized enterprises					●	●		●			
	Provide a secure, conducive investment enabling environment which eases the cost of doing business, boosts investor confidence and increases efficiencies					●	●					
	Further reform our trade sector and strengthen regional and international cooperation and linkages					●	●	●				
	Increase broad-based access to financial services and strengthen the financial system overall					●	●					
	Build a priority infrastructure base that facilitates sustainable growth and economic diversification					●	●		●	●	●	●
4	Encourage greater creativity and innovation which will contribute to the development of a modern economy					●	●					
	Improve equitable access to high quality lifelong educational opportunities					●		●				
	Strengthen health services systems enabling the provision of universal health care using a path that is explicitly pro-poor			●		●						
	Expand an adaptive and systems based social safety net and extend social protection services throughout the life cycle			●		●						
	Increase secure access to food that is safe and wellbalanced	●		●		●						
5	Protect the rights and harness the productivity of all, including migrant workers			●	●	●						
	Ensure a clean environment together with healthy and functioning ecosystems	●				●					●	
	Increase climate change resilience, reduce exposure to disasters and shocks while protecting livelihoods, and facilitate a shift to a low-carbon growth pathway	●				●					●	
	Enable safe and equitable access to water and sanitation in ways that ensure environmental sustainability	●	●			●						●
	Provide affordable and reliable energy to populations and industries via an appropriate energy generation mix	●				●					●	
	Improve land governance and sustainable management of resource-based industries ensuring our natural resources dividend benefits all our people	●				●						●
Manage cities, towns, historical and cultural centers efficiently and sustainably					●		●				●	

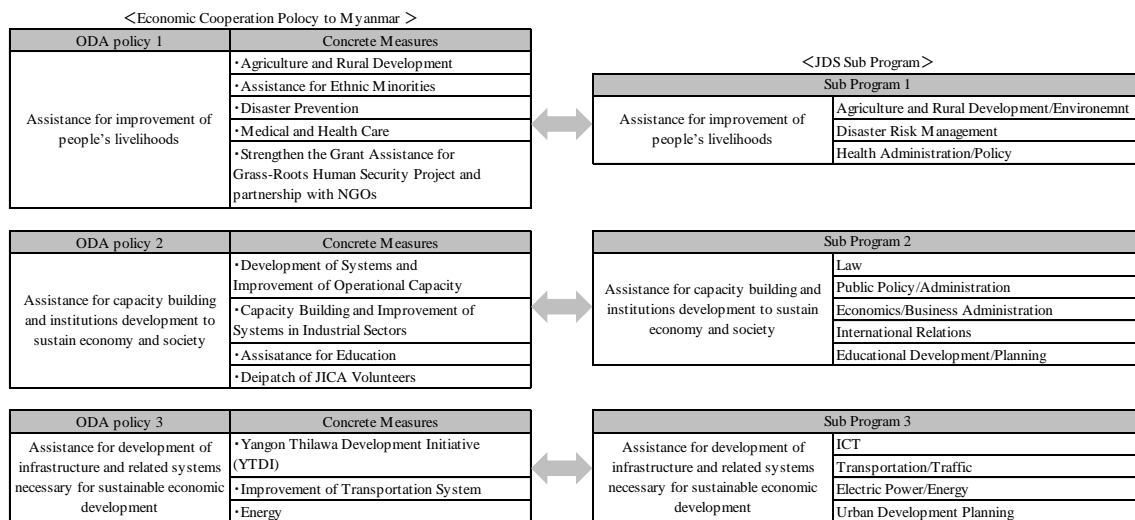
Figure 13 Response to JDS Development Issue (Component) and MSDP



### 3-1-2. Conformity with Japanese Economic Cooperation Policy to Myanmar

The economic cooperation policy for the Republic of the Union of Myanmar announced in April 2012 aims at supporting Myanmar’s reform efforts in a wide range of areas as the country swiftly moves toward democratization, national reconciliation, and sustainable development. The three sub-programs in target priority areas completely consistent with the three priority areas of Japan’s economic cooperation policy for Myanmar.

The project list for the Japan-Myanmar Cooperation Program announced at the summit between Prime Minister Abe Shinzo and State Counsellor Aung San Suu Kyi in 2016 positions JDS as a project that contributes to issues listed in “Improvement of higher education leading to the strengthening of industrial human resources development” and “Capacity-building of government officials” in “II. Enrichment of education widely received by the people and job creation in line with industrial policies,” as well as “III. Urban manufacturing accumulation and industrial development.” JDS is positioned not only as a project for the development of administrative officers but also as a project for the development of industrial human resources, and is the basis for maintaining the private sector slots in the next phase. As described above, the consistency of JDS’s priority areas and development issues with the Japanese government’s assistance policy is significantly high, because the former is set so that it is in accord with the latter.



**Figure 14 Relevance between Japan’s Aid Policy to Myanmar and JDS Framework**

### 3-1-3. Feasibility of Providing Grant Assistance through JDS

Target countries for grant aid are determined with reference to the criteria for an interest-free loan qualified country (1,175 USD per person, FY2020) of the International Development Association (IDA) of the World Bank Group. A target case is determined on the basis that though a project is a basic area necessary for nation-building and poverty mitigation, it is difficult to conduct such a project with the relevant government’s own funds or borrowed funds. Grant aid contributes to

nation-building toward the autonomy of the recipient country, broadly in collaboration with technical assistance and interest-bearing loan projects conducted by donors, including Japan.

The Myanmar' gross national income (GNI) per capita is 1,310 USD (2018),<sup>42</sup> and in the classification of the World Bank, it is classified as a Low and Middle Income Country. Despite exceeding the standard of interest-free lending-eligible countries of less than US \$ 1,175 per person, IDA has set Myanmar as one of 76 lending-eligible countries while strengthening loan terms for Myanmar.<sup>43</sup>

In light of Myanmar being positioned as an interest-free loan qualified country exceptionally by the IDA, regarding validity of implementation with JDS's grant aid, the survey team referred to the viewpoints to be considered set out in the notification of the Ministry of Foreign Affairs<sup>44</sup> and conducted a careful examination from the following three points: "nature of the case," "Japan's external policy," and the "situation in which such developing country to be recipient is placed."

In particular, from the viewpoint of Japan's foreign policy, it is highly appropriate to implement JDS. Myanmar, the gateway of ASEAN countries and China to the Indian Ocean, is geopolitically important as Japan strives to realize its vision of Free and Open Indo-Pacific, and it is necessary to watch the movements of China. In January 2020, President Xi Jinping of China paid a state visit to Myanmar, and in the joint statement of the two countries, he described the relationships between the two as "sharing the same destiny"<sup>45</sup>. Thus, China is striving to reinforce its foreign policy toward Myanmar. Prior to the statement, in December 2017, President Xi concluded a memorandum with State Counsellor Aung San Suu Kyi on the China-Myanmar Economic Corridor as part of the framework for China's "One Belt, One Road" initiative. Under this memorandum, a deep-water port is being constructed in Kyaukpyu, a city located in western Myanmar, which faces the Bay of Bengal, together with an expressway that connects the city and the Myanmar-Chinese border. Furthermore, during the past three years, China, which is active in developing human resources, has accepted 220 and 160 Myanmar government officials in the master's and doctor's courses, respectively. In the face of these initiatives of China, Japan needs to emphasize that it extends cooperation with the future of Myanmar in mind and differentiate itself from others by focusing on the quality rather than the quantity of assistance.

JDS provides its unique opportunities, including the JICA Developing Studies Program, intern training, and interaction of administrative officials with Japan's government ministries, and hospitable support during the stay in Japan by the implementing agent is also a key feature. JDS targets young government officers, etc. who act in the role of policy planning/implementing for Myanmar' socioeconomic development, and JDS returned fellows are expected to become Myanmar' future leaders in the group having familiarity with Japan. They can be a valuable asset

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<sup>42</sup> World Bank <https://data.worldbank.org/country/Myanmar>

<sup>43</sup> World Bank <https://ida-ja.worldbank.org/about/borrowing-countries>

<sup>44</sup> Effective Utilization of Grant Aid for Countries with Relatively High Income Levels, Ministry of Foreign Affairs, April 2014

<sup>45</sup> Myanmar is the third country that China evaluates as a fateful community, followed by Cambodia and Laos.

toward the enhancement of bilateral relations, so from the viewpoint related to Japan's external policy, this is highly meaningful.

### 3-2. Expected Effect of JDS Project

#### 3-2-1. Identifying Relationships with Other JICA Projects and Considering the Feasibility of Collaboration with Them

According to JDS Myanmar, the nomination system is used rather than the system of open recruitment. The Coordinating Committee determines ministries to be nominated and the number of nominating slots each year. The number of nomination and the ministries to be nominated may be flexibly changed through mutual consultation with the Coordinating Committee. Therefore, it is possible to enhance the project achievement by raising awareness for other JICA projects and sorting out each role of the projects.

##### (1) Division of roles with other JICA international study programs

As described in "1-4. Trends of the Japan's ODA to Myanmar" in addition to JDS, JICA implements many other overseas study projects in Myanmar (Table 19). Therefore, it is important for JDS to share the situation regarding the study abroad schemes by other ODA projects, and to distinguish JDS as a project to develop core human resources who can contribute to policy making in the medium and long term perspectives among the other ODA projects in Japan. In the preparatory survey, the differentiation with other projects was considered as well. In addition to reviewing for assistance for GAD officials, in the agricultural field, reviewing for JDS with a central focus on livestock, food safety, and the environment, creation of demarcation between faculty members of agricultural universities and administrative officials, and the like, took place.

**Table 29 Overlap of JDS and JICA study abroad programs**

Academic Area	Other JICA Study Programs	JDS Development Issues
Academic Area 1	<ul style="list-style-type: none"> <li>● Ling-term Training Course on Enhancement of Administrative Capacity</li> <li>● SDGs Global Leader Program</li> <li>● Legal and Judicial Human Resources Development</li> </ul>	JDS (2-1 Law) JDS (2-2 Public Policy / Administration) JDS (2-4 International Relations)
Academic Area 2	<ul style="list-style-type: none"> <li>● Investment Promotion and Industrial Development for Asian Region</li> </ul>	JDS (2-3 Economics/ Business Administration)
Academic Area 3	<ul style="list-style-type: none"> <li>● Water Engineering and Utility Management for Future Leaders</li> <li>● Disaster Risk Reduction (DRR) Leaders Capacity Development for the Sendai Framework Implementation</li> <li>● Core Human Resource Development for Road Asset Management (JFY2020)</li> </ul>	JDS (1-2 Disaster Risk Management) JDS (1-3 Health Administration/ Policy) JDS (2-5 Educational Development/ Planning) JDS (3-4 Urban Development Planning)

	<ul style="list-style-type: none"> <li>● Sustainable Urban Planning and Urban Transportation Development</li> </ul>	
Academic Area 4	<ul style="list-style-type: none"> <li>● Innovative Asia</li> <li>● Development of Core Human Resources in Agricultural Sector (Phase2)</li> <li>● Human Resources Development for Electricity and Energy Sector</li> <li>● Human Resources Development for Governmental Officers and Researchers in Mineral Resources Rich Countries</li> <li>● Human Resources Development in Science, Technology and Innovation</li> <li>● Agriculture Studies Networks for Food Security (Agri-Net)</li> </ul>	<p>JDS (1-1 Agricultural and Rural Development/Environment)  JDS (3-1 ICT)  JDS (3-2 Transportation/ Traffic)  JDS (3-3 Electric Power/ Energy)</p>

## (2) Collaboration with JICA policy advisers

In Myanmar, JICA policy advisers (experts) are permanently stationed in ministries as counterparts, as per Table 30 below. It is important to closely share information with active experts as described above and to establish opportunities for experts to hold direct discussions with JDS returned fellows.

During the recruitment phase, it should be requested that experts work to encourage superior to file applications. Moreover, it is possible for experts to make use of JDS returned fellows for their own services. Such collaboration would be possible. Experts are enrolled with ministries and are familiar with internal circumstances. Thus, it seems that supplementary relationships with the JDS projects can be established in various forms.

**Table 30 List of JICA Policy Advisors in Myanmar<sup>46</sup>**

Sector	JICA Expert
Public/ Public Utility – Communication/Broadcast	Policy Advisor for Communication and Information Technology
Public Works and Utilities – Public General	Housing Policy Advisor
Social Welfare – Labour	Labour Administration and Policy Advisor
Others	Advisor for Aid Coordination
Agriculture, Forestry and Fisheries – Agriculture	Agriculture Policy Advisor
Mining Industry – Industry	Advisor for Investment Promotion
Business and Tourism – Business /Trade	Advisor for Intellectual Property Administration
Public Works and Utilities – Water Supply	Advisor on Water Supply and Sanitation Improvement in Yangon City
Health and Medical Care	Advisor for Infectious Disease Control
Public Works and Utilities – Transportation	Transport Policy Advisor

<sup>46</sup> Based on the JICA Myanmar Office website. Individual experts working with technical cooperation projects are not included.

Industrial Development and Public Policy Department	Advisor on Strengthening of Securities Market Surveillance
Public Works and Utilities General	Advisor for Urban Development Policy

### (3) Collaboration for other projects

JDS is to be implemented as an ODA project. Therefore, further collaboration involving other ODA projects is important based on the following standpoints: (i) this program is not merely a scholarship program for individuals; and (ii) support for development related to contribution to prioritized areas in country assistance policies.

Based on the aforementioned viewpoints, before the Coordinating Committee determines the allocated ministries, it is necessary to review collaborative projects with associated parties on the side of Japan through use of Table 31 below and to create a proposal for allocation of ministries and organizations in which the aforementioned reviews are considered. JICA operates in a wide variety of educational fields ranging from primary level of basic education through higher education (i.e., from the Project for Curriculum Reform at the Primary Level of Basic Education to the Project for Enhancement of Engineering Higher Education). Some opinions from JICA for desiring to use JDS after considering exit strategies for education-related projects in the future have been made.<sup>47</sup> For project takeover, it is also possible to make effective use of JDS so as to foster government officials in Myanmar.

**Table 31 collaboration examination table of Other JICA project**

JDS Development Issues (Component)	JICA Project
1-1 Agricultural and Rural Development/ Environment	<ul style="list-style-type: none"> <li>● Project for improvement of institutional capacity for Foot-and-Mouth Disease control</li> <li>● The Project for Strengthening Rice Breeding System based on Genomic Technology and Information in Myanmar</li> <li>● The Project for Improvement on Accessibility of Rice Certified Seed</li> <li>● Project for Profitable Irrigated Agriculture in Western Bago Region</li> <li>● Project for Capacity Development of Yezin Agricultural University</li> <li>● Project for Capacity building for sustainable natural resource management</li> <li>● Agriculture Income Improvement Project</li> <li>● Agriculture and Rural Development Two Step Loan Project</li> <li>● Irrigation Development Project in Western Bago Region</li> <li>● The Project for the Provision of Agricultural Machinery and Construction Equipment in Rural Areas</li> <li>● The Project for Improvement of Foot-and-Mouth Disease Control</li> </ul>
1-2 Disaster Risk Management	<ul style="list-style-type: none"> <li>● Project for Development of a Comprehensive Disaster Resilience System and Collaboration Platform in Myanmar</li> <li>● Project on Establishment of End-to-End Early Warning System for Natural Disaster</li> </ul>

<sup>47</sup> In December 2018, when interviewing headquarter parties associated with your organization through the JDS monitoring mission, comments for using the JDS fellows were made.

	<ul style="list-style-type: none"> <li>● Greater Yangon Water Supply Improvement Project (Phase2)</li> </ul>
1-3 Health Administration/ Policy	<ul style="list-style-type: none"> <li>● Project for rural health development through strengthening basic health services</li> <li>● The Project for Human Resource Development of Medical Engineering</li> <li>● The Project for Development of Malaria Elimination Model in Myanmar</li> <li>● Project for Enhancement of Medical Education</li> <li>● Project on Health Systems Strengthening</li> <li>● The Project for the Construction of New Yangon Specialist Hospital</li> <li>● The Project for the Improvement of Dawei General Hospital</li> <li>● The Project for Improvement of Magway General Hospital</li> </ul>
2-1 Law	<ul style="list-style-type: none"> <li>● The Project for Capacity Development of Legal, Judicial and Relevant Sectors in Myanmar</li> </ul>
2-2 Public Policy / Administration	<ul style="list-style-type: none"> <li>● The Project for Capacity Development of the Myanmar Radio and Television (MRTV)</li> </ul>
2-3 Economics/ Business Administration	<ul style="list-style-type: none"> <li>● Project on the Development of the Insurance Sector</li> <li>● Project for Modernizing the Funds Payment and Securities Settlement Systems in Myanmar</li> <li>● Project of Capacity Development for National Single Window and Customs Modernization by Introducing Automated Cargo Clearance System in Myanmar</li> <li>● The Project for the Development of Financial Market Infrastructures</li> <li>● Project for Promoting Investment for Enhancing Industrial Competitiveness</li> <li>● Project of Myanmar - Japan Center for Human Resources Development Phase 2</li> <li>● Project for Establishment of the Pilot Model for Regional Tourism Development</li> <li>● Project for the Development of Finance for Small and Medium-sized Enterprises (Phase 2)</li> <li>● Infrastructure Development Prj in Thilawa Area Phase1 (2)</li> </ul>
2-4 International Relations	<ul style="list-style-type: none"> <li>● -</li> </ul>
2-5 Educational Development/ Planning	<ul style="list-style-type: none"> <li>● Project for Quality Improvement in TVET Program</li> <li>● The Project for Enhancing Technological Universities in Myanmar</li> <li>● The Project for Curriculum Reform at Primary Level of Basic Education</li> <li>● Project for Enhancement of Engineering Higher Education</li> </ul>
3-1 ICT	<ul style="list-style-type: none"> <li>● Postal Service Capacity Improvement Project</li> <li>● Project for Modernizing the Funds Payment and Securities Settlement Systems in Myanmar</li> <li>● Project of Capacity Development for National Single Window and Customs Modernization by Introducing Automated Cargo Clearance System in Myanmar</li> <li>● Communication Network Improvement Project</li> </ul>
3-2 Transportation/ Traffic	<ul style="list-style-type: none"> <li>● Project for Capacity Development of Road and Bridge Technology</li> <li>● Project for Capacity Development on New CNS/ATM Systems</li> <li>● Yangon-Mandalay Railway Improvement Project Phase 2 (1)</li> <li>● Bago River Bridge Construction Project</li> <li>● Yangon Circular Railway Line Upgrading Project</li> <li>● East-West Economic Corridor Improvement Project</li> <li>● Infrastructure Development Project in Thilawa Area Phase 2</li> <li>● The Project for the Improvement of Aircraft Surveillance System</li> <li>● The Project for the Development of Mandalay Port</li> </ul>

	<ul style="list-style-type: none"> <li>● The Project for Provision of Road Construction and Maintenance Equipment in Kayin State</li> <li>● The Project on Improvement of Railway Service and Rolling Stock Maintenance</li> <li>● Project for Improving Public Bus Service In Yangon</li> </ul>
3-3 Electric Power/ Energy	<ul style="list-style-type: none"> <li>● Project for Capacity Development of Power Sector Development Planning</li> <li>● Hydropower Plants Rehabilitation Project</li> <li>● Power Distribution System Improvement Project in Major Cities</li> <li>● National Power Transmission Network Development Project Phase2</li> <li>● Power Distribution Improvement Project in Yangon Phase 1</li> <li>● The Project for Capacity Development of Power Transmission and Distribution Systems</li> </ul>
3-4 Urban Development Planning	<ul style="list-style-type: none"> <li>● Housing Finance Development Project</li> <li>● Greater Yangon Water Supply Improvement Project (Phase2) (1)</li> <li>● The Project for Improvement of Water Supply Management of Yangon City Development Committee (YCDC)</li> </ul>

### 3-2-2. Measures to be taken with each indicator toward the achievement of JDS project goals

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

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

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

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

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

Regarding the other indicator, “policy formulation and implementation by utilizing the study outcomes of JDS returned fellows,” it is desirable to make efforts so that returned fellows are able to use the knowledge and capabilities acquired in Japan. In the Myanmar Civil Service System, it is possible to impose an obligation of reinstatement on the civil servants who obtain a scholarship and study abroad. Although only obtaining a master's degree by studying abroad does not affect promotion, by returning to work at the same position as before dispatching, the civil servants can build a career that can make more effective use of the knowledge gained from studying abroad. It is desirable to ensure these obligations in cooperation with the Ministry.

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

### **3-3. Comparison with Other Scholarship Programs Provided by Other Donors**

The JDS basic research analyzed the factors that contribute and hinder the effective progress and achievement of the JDS project, in comparison with other donor’s scholarship program. In order to have a comparative advantage with other donor scholarship projects, it is necessary to maintain and improve positive factors and improve inhabiting factors.



**Table 32 Examples of Factors that Affect the Achievement of JDS Myanmar  
(Findings from JICA Basic Research)**

Items	Contributing Factors	Inhibiting Factors
Recruitment, selection, before coming to Japan.	<ul style="list-style-type: none"> <li>● Highly transparent selection</li> <li>● University faculty members conduct on-site interviews and contribute to the selection of appropriate human resources.</li> <li>● Acceptance field meets development needs</li> <li>● Recommendation for application by the partner government</li> </ul>	<ul style="list-style-type: none"> <li>● Work experience is required</li> <li>● Limited target organizations / fields</li> <li>● Long selection period</li> <li>● Less opportunity of pre-training for improving English<sup>48</sup></li> <li>● Less opportunity of training for learning Japanese culture and language</li> <li>● Strict rules during study abroad</li> </ul>
During the arrival in Japan	<ul style="list-style-type: none"> <li>● Providing high-quality educational opportunities in Japan</li> <li>● Living support for JDS fellows</li> </ul>	<ul style="list-style-type: none"> <li>● Low awareness by Japanese ministries<sup>49</sup></li> </ul>
After returning home	<ul style="list-style-type: none"> <li>● Building a network between returned fellows and the accepting universities</li> <li>● There are regulations for returning to work. The Japanese government is working on the appropriate allocation of returned fellows to the partner government</li> </ul>	<ul style="list-style-type: none"> <li>● Undeveloped system for Japanese government and companies to utilize returned fellows</li> <li>● Less opportunity to obtain information from Japan, and it is difficult to keep an identity as a "JDS returned fellow."</li> </ul>

The major advantage of JDS is that the accepting university is positioned as a project partner. Project partnership with accepting universities enables each university to be widely involved in the selection of candidates, and the Special Program, which is offered in addition to existing university programs, provides curriculums that meet needs of each JDS fellow and country. The throughout involvement of accepting universities in the selection, guidance, acceptance and follow-up works as an advantage to JDS project.

Furthermore, the implementing agent is not only actively involved in setting the project policy for each year, but also conduct recruitment and selection of candidates, send JDS fellows to Japan, and have regular monitoring with them throughout the study abroad period. Due to the generous support by the implementing agent, though the average completion rate of Japan's master's program for the past 10 years (2008-2017) was 87.8%, but that of JDS was 98.6% for the past 20 years. The support for JDS fellow's returning to work and the planning of alumni association activities, etc. are also considered as comparative advantages with scholarships from other donors.

Disadvantages are the length of selection period of JDS and doctoral courses has not been implemented. In relation to the length of selection period, especially for master degree program, when government officials in Myanmar intend to apply for scholarship projects provided by other

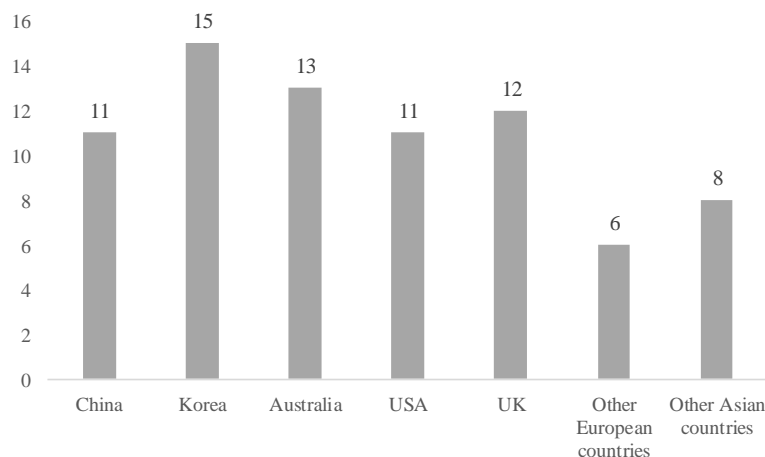
<sup>48</sup> In Myanmar, five weeks English training is conducted before coming to Japan, this will not be an inhibiting factor.

<sup>49</sup> As JDS fellows from Myanmar got promoted to permanent secretary, it is possible that Japanese ministries will become more interested in JDS.

countries, it is impossible for them to apply for multiple scholarships simultaneously. In this way, there is a benefit of avoiding a situation in which relevant government officials decline offers in the middle of selection period processes. However, Final results in the scholarships from other countries are revealed within about three months, JDS takes six months or longer from application to pass the selection. Moreover, it is necessary for applicant to visit Yangon for English examination and interviews for the selection procedure. Therefore, the aforementioned procedures may be a cause that hinders superior candidates from applying for JDS. Shortening of the selection period should be considered at an early stage.

Moreover, in 2016, JDS doctoral courses commenced. However, compared with the scholarships from other countries, it is recognized that the number of doctoral courses of scholarships in Japan is small. In fact, for the past four years, doctoral courses were provided for 160 students in China, 110 students in Thailand, and 30 students in Korea. However, only 16 students were admitted to JDS. Candidates who consider studying abroad with the anticipation of undertaking doctoral courses are less likely to consider JDS.

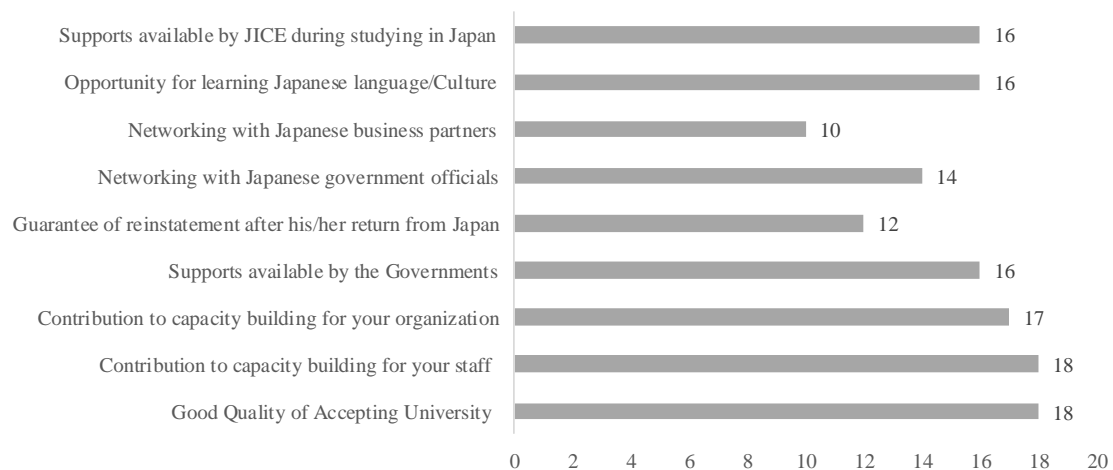
According to questionnaires for relevant ministries and organizations distributed during the preparatory survey, no large difference could be discovered among countries to which they desire to dispatch their employees, except for Japan. The most desirable country was found to be Korea. The result showed no advantage over the U.S. or England. Thus, it can be confirmed that there is no large sense of superiority regarding countries with many top-listed universities in the world university rankings (e.g., Times Higher Education (THE) and Quacquarelli Symonds (QS)) or English-speaking countries.



**Figure 15 Countries where the target organizations value to dispatch their employees (excluding Japan, multiple answers allowed)**

Moreover, as described below, in relation to replies about expectations for JDS, no extreme difference among the different items could be discovered. However, the highest evaluated factors were that "Good Quality of Accepting University," and "Contribution to Capacity Building for

Your Staff" followed by "Contribution to Capacity Building for Your Organization". The most significant reason why "there is high-quality education in Japan" was given weight regarding JDS is that there exist many JDS returned fellows within ministries and organizations, and the actual educational quality can be shared, as opposed to an evaluation that puts emphasis on world university ranking. This is also proof that enthusiastic responses by accepting universities in the form of making use of special programs, etc. for JDS fellows have been highly evaluated.



**Figure 16 Expectations for JDS (multiple answers allowed)**

JDS is the only scholarship program that continued even when the country was under military rule, and the comparative superiority of JDS lies in its having continued to the present day. The greatest strength of JDS is Myanmar's gratitude to Japan, as backed by this history and the high status of JDS. The network of personal contacts established by JDS returned fellows can also be cited in touting the superiority of the program. Many of the scholarship programs were launched in recent years, and their participants have not yet had a network of personal contacts in the ministries. As mentioned in the section for the past effects above, ministries of the Myanmar government place profound confidence in JDS, and the successful examples of the returned fellows have been passed down unbroken from them to their juniors.

Furthermore, JICA experts and policy advisers are permanently stationed in many counterpart institutions, which can also be a great advantage. The existence of JDS returned fellows, JICA experts, and policy advisers within relevant ministries is the fruit of a long-term relationship of trust between Japan and Myanmar, which cannot be easily copied by other countries overnight. Through the advantages established through long-term accumulation as described above, solicitation activities are deemed to constitute measures for continuously preserving the flow of superior candidates.

### 3-4. Project Evaluation Indicator Data

#### 3-4-1. Indicators for Outcome and Impact of JDS project

The following table shows the proposed indicators for the project results and impact of JDS in Myanmar. Through the project implementation, the quantitative data will be accumulated before assessing the results and impact.

**Table 33 Project Evaluation Indicator Data on JDS Myanmar (Tentative)**

Inaugural year		XXXX
Number of Slots per year		XXXX
Fellows accepted	Total	XXXX
	Sex	Male X Female X
	Average age	XX
Returned fellows	Total	XX
	Fellows who obtained degree	XX
	Fellows who failed degree	XX
	Completion rate	XX%
By category of work place	Upon arrival	Ministry X%, Other central agency X%, District agency X%
	After return to country	Ministry X%, Other central agency X%, District agency X%
Ration of management level (upper than director)	Upon arrival	XX (X %)
	After return to country	XX (X %)

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

**Table 34 Items indicating Qualitative Effects of JDS (Proposal)**

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

### **3-4-2. Degree of Capacity Building of JDS fellows (Effectiveness evaluation of the JDS Project)**

Evaluation indicators are set to conduct terminal evaluation with diversified perspectives. The effectiveness of the project can be measured on the basis of various criteria including the independence of relevant organizations and the activities of JDS fellows after returning to the country, in addition to the management and progress of the project. Focusing on JDS fellow monitoring that is the fellow information management function, which is also a feature of JDS, indicators are created to evaluate the “degree of capacity building of JDS fellows (especially capacities necessary for policy making and implementation)” and the “level of appropriateness of university curricula” and also conduct a questionnaire survey<sup>50</sup>. The survey respondents were principally JDS fellows.

#### **(1) Contents of Survey**

As for the “degree of capacity building of JDS fellows,” given that the “development of young government officers” is the objective of the JDS project, it was aimed to examine changes in the abilities required for policy making and implementation in the developing country as a result of the JDS project. In concrete terms, the survey was conducted to measure improvements in skills and thinking abilities such as “scientific research and analytical skills,” “logical thinking ability,” “problem-solving ability” and “leadership,” as well as changes in attitudes including “morality,” “discipline,” “sense of responsibility” and “aggressiveness”.

The appropriateness of university curricula for the solution of development issues, on the other hand, was already confirmed when the curricula were presented for screening before the beginning of the survey. Survey items are, therefore, created in order to check whether the proposed curricula were actually implemented and, in addition, whether the offered curricula truly produced an outcome that contributes to resolving the development issues.

#### **(2) Method of Survey**

The questionnaire survey to measure “degree of capacity building of JDS fellows” targeting JDS fellows was undertaken upon their completion of study. At the time of the completion of their study, questionnaires are to be distributed to and collected from all the fellows at each accepting university and in each graduate school.

In addition, during the evaluation meeting held before the JDS fellows return to their home country, they are directly asked for details of their evaluations concerning the educational quality of each university/department, the adequacy of the assistance system, the status of student life in Japan, points for JDS improvement, and so on based on their responses to the questionnaire survey. Through this, best practices and issues are gathered to be used as a reference for project

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<sup>50</sup> “Questionnaire on Periodic Survey on JDS Fellows’ Abilities” supervised by Dr. MUTA Hiromitsu, former director / vice president of Tokyo Institute of Technology

improvement.

### **3-4-3. Past JDS Outcome Status (Survey of JDS returned fellow's project effects)**

In this preparatory survey, for the purpose of confirming the status of the project effects of JDS returned fellows after returning to Myanmar, on the basis of the quantitative indicators described in “3-4. Project Evaluation Indicator Data (JDS results / impact indicators)”, the index items for qualitative effect measurement based on the outcome index was also set and the good practice of JDS returned fellows was collected by conducting questionnaires and interviews with returned fellows and their belonging organizations who are active in their home countries after studying under JDS.

#### **(1) Acquisition of degree, necessary knowledge and skills of JDS fellows**

By May 2020, the completion rate of JDS Myanmar fellows has reached 99.8%, and considering that the average completion rate of Japan’s master’s program for the past 10 years (2008-2017) is 87.8 percent, it can be said that one of the indicators, “Acquisition of Master's degree for JDS fellows,” has been sufficiently achieved in Myanmar. In the questionnaire before returning to Japan, JDS fellows were asked about how they felt their changes after studying in Japan, and many fellows responded that their academic abilities such as academic research and analysis, leadership, and mental management had been improved. From this result, it can be seen that JDS fellows from Myanmar have gained confidence in these abilities through studying in Japan.

In the questionnaires and visit interviews with the target organizations, it was highly appreciated that JDS returned fellows from Myanmar are playing an active role and contributing to their ministries. Improving the capabilities required for government staff through studying in Japan and to utilize these capabilities to contribute to the development issues of their organizations is one of the JDS achievement goal. After returning to Myanmar, it is expected that JDS returned fellows make use of these abilities and further contribute to the development issues of their belonging organizations in Myanmar.

#### **(2) Promotion rate, formation of critical mass**

As stated in "1-1-3. Current Situation in JDS Myanmar", the number of JDS returned fellows who got promoted after returning to Myanmar is that 35 got promoted to director, 15 to deputy director general, and 11 to director general, the total number of JDS returned fellows who took such positions has been significantly increased from 35 to 61 for four years from the beginning of the current phase in 2016.

The JDS fellows in Myanmar also have a high retention rate after returning to work. it was confirmed that there is a certain number of JDS returned fellows at the specific ministries such as 88 at Ministry of Education, 54 at Ministry of Foreign Affairs, 53 at Ministry of Agriculture, Livestock and Irrigation, 48 at Ministry of Planning, Finance and Industry, 35 at Ministry of

Transport and Communications, 29 from Supreme Court of the Union, and 27 at the Union Attorney General's office.

As shown in Table 35 below, the total number of civil servants of 6 ministries, the number of posts in the above deputy director positions, and the number of JDS returned fellows who are in important positions, are summarized. When considering the formation of critical mass in terms of the total number of staff and the number of JDS returned fellows, it is almost impossible for JDS returned fellows to take the majority at their ministries, and it is also difficult to form a critical mass from this perspective. On the other hand, considering the number of posts above deputy director level of each ministry and the ratio of the number of JDS returned fellows who hold important positions, JDS returned fellows occupy a certain percentage among the Ministry of Foreign Affairs, the Ministry of Planning, Finance and Industry, the Supreme Court of the Union, and the Union Attorney General's Office. Judging the formation of critical mass in terms of the proportion of JDS returned fellows who are in important positions, JDS Myanmar is steadily forming critical mass, which can be said to be a major achievement of the project.

**Table 35 Example of promotion status of JDS returned fellows<sup>51</sup>**

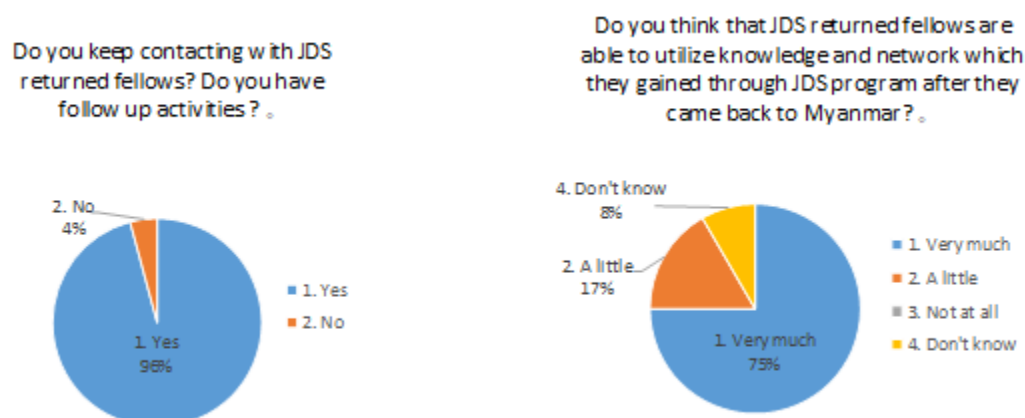
Foreign Affairs 530 (Gazetted Officer 530 Non Gazetted Officer -) JDS returned fellows: 54						
	Permanent Secretary	Assistant Permanent Secretary	Director General	Deputy Director General	Director	Deputy Director
the Number of Posts	1	1	7	16	61	70
JDS returned fellows	1	0	0	3	5	10
Ratio	100%	0%	0%	17.6%	8.2%	14.3%
Planning, Finance and Industry 34,070 (Gazetted Officer 7,101 Non Gazetted Officer 26,969) JDS returned fellows: 48						
	Permanent Secretary	Assistant Permanent Secretary	Director General	Deputy Director General	Director	Deputy Director
the Number of Posts	1	-	18	34	190	330
JDS returned fellows	0	-	2	3	2	9
Ratio	0%	-	11.1%	8.8%	1.1%	2.7%
Commerce 2,570 (Gazetted Officer 558 Non Gazetted Officer 2,012) JDS returned fellows: 17						
	Permanent Secretary	Assistant Permanent Secretary	Director General	Deputy Director General	Director	Deputy Director
the Number of Posts	1	1	2	5	40	89
JDS returned fellows	0	0	0	0	4	7
Ratio	0%	0%	0%	0%	10%	7.9%
Investment and Foreign Economic Relations 694 (Gazetted Officer 694 Non Gazetted Officer -) JDS returned fellows: 11						
	Permanent Secretary	Assistant Permanent Secretary	Director General	Deputy Director General	Director	Deputy Director
the Number of Posts	1	-	2	3	38	55
JDS returned fellows	0	-	0	1	2	1
Ratio	0%	-	0%	33.3%	5.3%	1.8%
Supreme Court 1,187 (Gazetted Officer 1,187 Non Gazetted Officer -) JDS returned fellows: 29						

<sup>51</sup> The data is based on answer of questionnaire and interview. The number of JDS returned fellow includes up to 16th batch who are currently serving at the ministries.

	Permanent Secretary	Assistant Permanent Secretary	Director General	Deputy Director General	Director	Deputy Director
the Number of Posts	1	1	1	3	25	142
JDS returned fellows	0	1	1	0	0	3
Ratio	0%	100%	100%	0%	0%	2.1%
Union Attorney's Office 2,567 (Gazetted Officer 1,093 Non Gazetted Officer 1,474) JDS returned fellows: 27						
	Permanent Secretary	Assistant Permanent Secretary	Director General	Deputy Director General	Director	Deputy Director
the Number of Posts	1	-	4	5	36	218
JDS returned fellows	1	-	152	2	3	6
Ratio	100%	-	25%	40%	8.3%	2.8%

### (3) Utilization of Network of JDS Returned Fellows by the accepting universities

Through the preparatory survey, the interview with the 20 accepting universities in the current phase about the utilization of the network with JDS returned fellows and the follow-up situation was examined. As shown in Figure 17, it was confirmed that many accepting universities utilizes the network with the JDS returned fellows.



**Figure 17 Utilization of Networks with JDS Returned Fellows by the Accepting University**

As an example of the follow-up activities of the accepting universities, Kyushu University Graduate School of Bioresources and Environmental Sciences hold a follow-up seminar for JDS returned fellows in Nay Pyi Taw in 2019. Eight faculty members including the Vice President attended from Kyushu University and gave lectures to JDS returned fellows. JICA experts and policy advisers from the Japanese side, and the Permanent Secretary of the Ministry of Planning, Finance and Industry, Director General from Ministry of Agriculture, Livestock and Irrigation and Rector of University of Forestry and Environmental Science from the Myanmar side participated and a panel discussion was held among the participants. Kyushu University is

<sup>52</sup> A JDS fellow at permanent secretary position also serves as director general.



enthusiastic about follow-up activities, and this makes that 28.5% of Myanmar international students who have a master's degree from Kyushu University tends to come back to the university again for a doctorate degree.

In addition, the International University of Japan launched the "IUJ-AAT Cooperative Office" in 2020 in Mandalay in collaboration with JDS returned fellows. In the future, the office is planning to promote human resource development utilizing industry-government-academia collaboration. At the opening ceremony, the ambassador to Japan in Myanmar, the rector of Yangon University of Foreign Languages, and the minister of the local government attended the event, which has received a great deal of attention. As the mentioned above, in terms of the mutual understanding and friendly relations between Japan and Myanmar, strengthening of international cooperation with the accepting university, and strengthening of the international intellectual network, there are examples that the accepting universities and JDS returned fellows have the strong networks. It can be said that this is one of the achievements of JDS.

### **3-5. Issues and Recommendations**

Issues and recommendations obtained in this survey are as follows.


#### **(1) Implementation of JDS with awareness of diplomatic effects**

In relation to the next-phase JDS Myanmar Project, projects conducted with an awareness of generating more diplomatic effects should be implemented. As described in "1-1-2. Current Situation and Issues of the JDS project ," according to the preliminary studies "JDS's effect verification (2019)" implemented by JICA, three development phases of JDS ((i) responses to development issues, (ii) responses to development issues + national interest of Japan, and (iii) national interest of Japan) have been designated. It is suggested that the focus on targeted organizations and personnel should be shifted during each phase. In regard to the JDS Myanmar Project, a shift to the second development phase with awareness of diplomatic effects, and utilize the project effects will be possible. Moreover, various JICA international study programs are implemented in addition to JDS. Therefore, it is necessary to characterize JDS as a project that put importance on the diplomatic effect in terms of the sorting out of other programs.

A general election will be implemented in Myanmar in 2020. It can be expected that the high-level officials' visits will increase steadily to build relationships following inauguration of new administration. If there is any request from the Myanmar government regarding human resource development in specific fields with high diplomatic significance, it is proposed to consider proactively whether it can be contributed through the JDS project.

Considering the statement of Mr. Kono, Minister for Foreign Affairs of Japan, to Mr. Min Thu, Union Minister for the Office of the Union Government, for supporting the improvement of abilities of GAD officials through JDS in July 2019, a special framework targeting GAD officials was reviewed in the preparatory survey. Ultimately, it was concluded that such framework would not be established via JDS because human resource development targeting GAD officials had been reviewed in other programs. However, in light of the result of discussions between high government officials of the two countries, the possibility for support via JDS should be reviewed.

**Table 36 Changes in the focus of human resource development and the targets that JDS should bear by the development stage**

Assumed Stage of the Partner Country	A. Many development issues The framework in line with Japan's Country Development Cooperation Policy = Current JDS program	B. Development Issues + Important Issues for Japan	C. Country of Political, Economic, and/or Diplomatic Importance (e.g., China)
Focus of Human Resources Development (HRD)	Development of core human resources in civil service who address development issues (Responding to development issues)	Development of core human resources in civil service who have influence on development issues (Development issues + Japan's national interests)	Fostering of government officials who serve as a bridge between the partner country and Japan (Expected diplomatic benefits)
Targets of JDS	- Open recruitment - Young government officials (at government offices whose duties include policymaking and planning, as well as sectoral government offices), university faculty members	- Target to recruitment from government offices or departments whose duties include policymaking and planning - Introduce reducing number of slot or cost-sharing between the partner country and Japan - Designating target organizations or departments under the Japanese special slot	- Ministries, organizations, or departments agreed upon between the partner country and Japan - Cost-sharing agreed upon between the two countries
the current position of JDS Myanmar			

**(2) Strategic personnel selection with awareness of formation of critical mass**

In the preparatory survey, in order to produce the project achievement in JDS, the definition of the critical mass for JDS, and the recruitment and selection strategy based on the definition was attempted as follows.

### Definition of critical mass

The critical mass generally refers to the "branch point where the penetration rate of products and services jumps at a stretch" in marketing. When trying to define critical mass in JDS, there is a theory that "the critical mass is achieved if JDS returned fellows can occupy 16% of the executive posts in an organization" by quoting the idea of "early adapter and early majority"<sup>53</sup> in marketing. However, in this case, the concept of the chasm theory that "there is a large gap between the early adopter and the early majority, and the new product will not explosively spread if it does not exceed this" is a problem. Therefore, as a method to overcome the gap pointed out by this chasm theory<sup>54</sup>, JDS would like to use the concepts of ambassador marketing and influencer marketing.

Ambassador marketing is that there are people who are enthusiastic about the spread of new products, influencer marketing approaches consumers through influencers with a certain influence, rather than directly approaching consumers. In other words, it is important for JDS returned fellows to play the "role to enthusiastically disseminate Japanese policy." For example, occupying two of the 10 executive posts of an organization with JDS returned fellows does not mean that a critical mass has been achieved. It can be achieved only when they become ambassadors and influencers who understand and disseminate Japan's policies.

Therefore, it would be possible to consider that the critical mass in JDS be defined as "20% of JDS returned fellows who have familiarity with Japan occupy the executive posts." Even if it is difficult to achieve only with JDS, it will be achieved as an All Japan initiative also by counting on the other students who are studying in Japan including JICA long-term trainees, government-sponsored international students, and even privately-sponsored international students. In that case, JDS returned fellows would be mostly suitable for taking a role as a leader among them. For that reason, the follow-up activity of JDS returned fellows is important. In addition to efforts to prevent decreasing the familiarity with Japan of JDS returned fellows, a strong network of JDS returned fellows is also required. This idea is also taken as a reference when considering the definition in the future.

In particular, as an example of the Ministry of Foreign Affairs in Myanmar, as per Table 37, there exist 25 posts at the level of deputy director general or higher. Among such posts, four posts have been occupied by JDS fellows. That is, at present, 16% of posts that influence organizational decision-making processes in the Ministry of Foreign Affairs are JDS returned fellows. If one more personnel are added, a figure of almost 20% can be achieved. If one more JDS returned fellows increase, it can be expected that the voices and influence of a group comprising JDS fellows who have familiarity within such Ministry will be strong, and an understanding of Japan's standpoints and diplomatic policies will be promoted at opportunities for diplomatic negotiation between the two countries and in multinational conferences. In addition, the Ministry of Foreign

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<sup>53</sup> When a new product comes to the market, "innovators" who like the new technology buy it. After that, if it spreads to those who are interested in new technology called "early adaptor", it will reach the possibility of becoming "early majority", so 16% of both will explosively spread new products. It is an index.

<sup>54</sup> Marketing consultant Geoffrey A. Moore advocated in his book "Crossing the chasm" in 1991.

Affairs of Myanmar has a small number of staff, 530, and 54 JDS fellows have been produced from the Ministry of Foreign Affairs. Therefore, the ratio of JDS returned fellows to the total number of staff is over 10%.

**Table 37 Current status of JDS fellows at the Ministry of Foreign Affairs of Myanmar**

	Permanent Secretary	Deputy Permanent Secretary	Director General	Deputy Director General
The number of Posts	1	1	7	16
The number of JDS returned fellows	1	0	0	3

Currently, there are five director-level personnel who are JDS returned fellows and 10 such deputy director-level personnel and seven minister counselors at embassies in the Ministry of Foreign Affairs in Myanmar. Candidates that aim at deputy director general positions are being steadily fostered. Given this situation, the distribution of JDS fellows in such Ministry for formation of a critical mass is sufficiently satisfactory.

It is necessary to allocate the nomination slots to the ministries that are expected to form such critical mass. Furthermore, it is also conceivable to establish special slots for JDS returned fellows for such ministries and the JDS returned fellows who are in important positions select candidates. This initiative can select candidates from the specific ministries. Moreover, a strong bond will be formed between the JDS returned fellows who are in important positions and the selected candidates. It can be expected that the internal network construction will become more robust.

Long-term strategy for recruitment and selection in JDS Myanmar

In particular, in line ministries such as Ministry of Planning, Finance and Industry, Ministry of Foreign Affairs, and Attorney General's Office, it is expected to promote JDS returned fellows occupy 20% of the executive posts. The recruitment activities will be strengthened by pinpointing the organizations which lacks the ratio, and the selection will be carried out with that awareness, especially on the side of the Japanese government.

Recruitment and selection are to be carried out based on the basic strategy having the image of the number distribution of JDS fellows after 5 years and 10 years (the aim is to achieve the maximum result in a limited budget investment).

**(3) Follow-up activities**

**Follow-up activities for JDS returned fellows who got promoted to important positions**

As described above, when thinking about formation of a critical mass focusing on JDS returned fellows at important positions, in order to achieve the stronger project effects, follow-up activities focusing on such persons are deemed to be necessary as well.

Therefore, it is desirable to propose the Japan Re-visit Program for JDS returned fellows at important positions (e.g., director general and deputy director general). Through the preparatory

survey, JDS returned fellows who got promoted to the position of deputy director general requested opportunities to visit Japan as JDS returned fellows (despite the fact that they have had many opportunities to visit Japan for business, but no time to visit their graduated universities). As a part of the JDS follow-up activities, when the Japan Re-visit Program is implemented, awareness of being JDS returned fellows will be enhanced. Through this Program, information about careers after returning home can be provided to JDS fellows who are studying in Japan and opinion exchange meetings with the faculty members of their graduated universities can be held. In this way, reconstruction of networks with accepting universities will be effective.

Moreover, the Japan Re-visit Program will allow JDS returned fellows at important positions to understand the purpose of JDS anew and to enhance JDS Program alumni awareness. In this way, when the special framework for JDS returned fellows is to be established, it will be effective to have them nominate superior candidates within relevant ministries.

### **Follow-up activities not limited to JDS returned fellows**

In Myanmar, it is possible to make the utmost use of the effect of network creation through follow-up activities for all persons who have studied in Japan, without being limited to JDS returned fellows. Through the preparatory survey, it could be observed that many government officials with overseas study in positions of director general or higher at relevant ministries have experienced study in Japan through programs other than JDS, as per Table 38 below. At the eight organizations that gave replies, the aggregate number of personnel with important positions who have experienced study in other countries is smaller than the number of those who have experienced study in Japan. It could be confirmed in a quantitative manner that the Japan's continued scholarship projects steadily came to be fruitful even under the military junta. Given this situation, follow-up activities based on the "all Japan initiative" are important for targeting all persons who have experienced study in Japan, as opposed to only targeting JDS returned fellows.

**Table 38 Overseas study abroad destinations of director general level or above**

**(8 organizations answers)**

Ministries	JDS	Other Japanese Scholarships	Scholarships from other countries
Agriculture, Livestock and Irrigation	1	3	3
Union Attorney General's Office	1	2	0
Office of the Auditor General of the Union	0	2	0
Central Bank	0	2	2
Construction	0	0	2
Foreign Affairs <sup>55</sup>	2	4	8
Natural Resources and Environmental Conservation	0	1	1
Planning, Finance and Industry	3	5	2
Total	7	19	18

More specifically, events conducted through collaboration with the public relations department of the Embassy of Japan in Myanmar, which is in charge of scholarship projects (e.g., YLP), by the Ministry of Education, Culture, Sports, Science and Technology will be possible. In particular, permanent secretary who have experienced study in Japan were found in each ministry. Thus, holding a reception to which permanent secretary and director general are invited and in which the ambassador of Japan in Myanmar also participates should be considered. Those who have director general positions or higher at each ministry are highly likely to recognize that they have mutually experienced study in Japan for the first time through such exchanges at the aforementioned reception. Through this, new network creation can be expected among ministries.

#### **(4) Use of JICA experts and policy advisers**

Cooperation of JICA experts and policy advisers is important for JDS. Despite such fact, in reality, information about JDS has not been sufficiently provided to JICA experts or policy advisers. Therefore, although acquisition of cooperation is obtained from the JICA Myanmar Office, explanatory meetings for experts related to the targeted ministries should be implemented. Opportunities for seeking cooperation so as to search for collaboration involving other JICA projects and JDS will be required.

During the recruitment of JDS applicants, the support from experts to work to have superior candidates file applications is effective. Interference with internal personnel affairs will constitute an involvement with internal affairs. Thus, such involvement should be carefully conducted. From among 20 institutions that replied to questionnaires implemented in the preparatory survey in question, in relation to screening within ministries, 14 institutions replied that there were systems through which government officials were able to freely apply without undergoing nominations by their superiors. It is possible for JICA experts and policy advisers who are working in ministries

<sup>55</sup> Ambassadors were also counted as director general level.

that would use the system of open recruitment to work to have superior government officials within relevant ministries make applications. Accepting universities point out weakness of research plans of applicants every year. Thus, specific advice obtained from experts for research plans, if any, will be a clue to solution of such weakness. Moreover, for experts to work with JDS returned fellows and to promote ministries to utilize such returned fellows can be expected to have the effect of further promotion and career activation of JDS returned fellows.

Furthermore, establishment of special slots for JICA experts and policy advisers in important ministries will be also considered. Experts are enrolled within ministries and are familiar with internal affairs. Thus, it seems that they will be able to establish supplementary relationships with JDS in various ways.

#### **(5) Faculty members at national universities**

To date, some JDS fellows from the Ministry of Education have served as faculty members at national universities. As of April 2020, about 19% (i.e., 88 persons) of all government officials (460 persons) who have visited Japan as JDS fellows are from the Ministry of Education. From among them, almost all persons (i.e., 87 persons) had been faculty members at universities under the umbrella of the Ministry of Education. Moreover, the largest numbers of applicants for the JDS doctoral courses were from the Ministry of Education.

The goal of JDS is for young government officials, etc. involved in socio-economic development in Myanmar that are expected to play important roles as core future personnel after returning home to contribute to the solution of development issues in Myanmar. Given such circumstances, it is necessary to organize matters in such a way that there will be many university faculty members from JDS for consistency with the project goal. Considering the difference from other programs for studying abroad, it is also possible to differentiate that JDS targets government officials while other programs for studying abroad target faculty members.

On the other hand, in actuality, certain outcomes have become fruitful through the involvement of JDS returned fellows of university faculty members. For example, two such returned fellows have promoted the positions of rector, which is treated as the same as the director general level in ministries. Moreover, according to opinions obtained from the Ministry of Education, there are two career paths: (i) personnel can be promoted to rector and pro-rector positions after experiencing work in educational fields, and they can be further promoted as directors general, permanent secretary, and vice ministers of the ministry; and (ii) personnel who spend time away from educational field while they are young can accumulate experience in their careers at the ministry. Therefore, faculty members could be involved in administration of ministries. The former rector of the Yangon University of Economics was assigned as the ministerial position at the Ministry of National Planning and Economic Development in 2012. Superior faculty members of such university were collectively scouted, and they were assigned to posts related to economics at the Central Bank, the Ministry of Planning and Finance, and the like. Many administrative

officials of the director general level currently working proactively are former faculty members of such university. Regarding JDS returned fellows, there are case examples in which a faculty member of Yangon University of Economics who was transferred to the Ministry of National Planning and Economic Development became the president of a state-owned enterprise, which is currently at the same level as director general under the umbrella of the Ministry of Planning, Finance and Industry. Moreover, another returned fellow assumed the position of deputy director general in the Directorate of Investment and Company Administration (DICA). Minister, and former permanent secretary and the director general of the Department of Education Research, Planning and Training of the Ministry of Education, which is a client of JDS, were transferred from the position of university rector.

At the same time, according to the Ministry of Education, many faculty members desire to work in the educational field rather than being transferred to the ministry. Some of them decline to be promoted to the positions of rector or pro-rector. Moreover, through screening within relevant ministries, high-quality research plans tend to be submitted by faculty members. Thus, there is no alternative but to select university faculty members as JDS candidates when it comes to a fair examination between administrative officials and faculty members.

Given such circumstances, it is necessary to take measures that allow administrative officials other than faculty members to file applications in a prioritized manner from the Ministry of Education through JDS. Moreover, it is also important to take some measures for expecting more highly effective project achievement by carefully confirming through technical and comprehensive interviews whether or not applicants are willing to be involved in administration in the ministries rather than staying in the educational field in the future.

#### **(6) Utilization of JDS fellows in private sector**

Since FY 2009, the JDS was gradually shifting to the “new system” which is limited to government officials the target involved in policy making and implementation of development issues. As in the current phase, it was agreed to continue the private sector but reducing the number of slot. However, it is necessary to continue to consider how to utilize the JDS returned fellows in the private sector.

By accepting JDS fellows from the private sector, public-private partnerships (PPP) may be promoted by deepening the relationship between government officials and private sector personnel who will be future leaders of the country. From the past outcomes of JDS returned fellows from the private sector, it can be expected great success after returning to Myanmar. On the other hand, including private personnel in the framework of the project may obscure the purpose of JDS project and making it difficult to differentiate it from other scholarship programs. It may also be pointed out that the private sector has other opportunities for scholarships, and competition with government officials will make it difficult for government officials to succeed.

The Myanmar government established the Private Sector Development Committee Meeting



(PSDC), which is composed of the vice president and ministers of related ministries in 2016, in order to promote sustainable economic development and the promotion of investment by foreign companies. The policy for improving the business environment was highly praised and Myanmar has been selected as the “20 countries that have seen significant improvements” in the World Bank Doing Business 2020.

Based on such efforts by the Myanmar government to strengthen PPP, it is desirable to reset the JDS private sector policy and outcome indicators after returning to Japan. For example, JDS may impose that JDS fellows in the private sector should work on improving the functions and rules of industry groups rather than developing a single company. It is also useful to conduct a PSDC simulation exercise between JDS returned fellows from ministries and private sectors, and submit the consultation results to the Myanmar government and private organizations for reference.

In addition, it may be possible to impose a commitment to community service activities. With respect to community service activities, a JDS returned fellow, Ms. May Nyo is actively involved in community service activities of the Myanmar Women Entrepreneurs' Association (MWEA) while establishing a company by herself. She is actively working for the success of women by providing educational support to unfortunate mother and child families. There are many examples of JDS returned fellows in private sector who are enthusiastic about community service activities.

In this way, it is considerable to set the government and social contribution as a performance indicator for the private sector, rather than developing a single company. In addition, it is a role required of the implementing agent to establish a progressive network between JDS returned fellows who are government officials and private sector.

#### **(7) Explanations and follow-up for new accepting universities**

Five new graduate schools have been added as accepting universities for the next phase. The Graduate School of Animal and Veterinary Sciences and Agriculture of Obihiro University of Agriculture and Veterinary Medicine and the Graduate School of Natural Science and Technology of Kanazawa University will be the first accepting universities related to JDS in terms of other countries. In relation to JDS, it is necessary to elaborately explain that the JDS accepting universities are considered to be project partners, universities are profoundly involved in relevant projects from the stage of screening of candidates, and special programs that allow provision of curricula in line with corresponding countries and individual JDS fellows are to be used in addition to existing university programs. It is also essential to have such universities sufficiently understand such concepts. JICA and the implementing agent are required to communicate closely and follow up with the universities.

#### **(8) The impact of Coronavirus**

Regarding the spread of the coronavirus (COVID-19) infection in this year, at the present time, it is unclear whether it will impact the JDS fellows coming to Japan next year. Though it cannot be

predicted at the present time if the situation concerning the coronavirus will impact the number of applicants in FY 2020, it is necessary to collect information on and note this matter.

#### **(9) Need for Enrichment Programs**

From the ministries and agencies which were visited by the survey team during the field survey, they proposed that it will be useful if internships are conducted in ministries and agencies and private companies, etc. during the two-year stay in Japan. In terms of capacity building of JDS fellows and building human relationship which is a basis for good bilateral relations, and differentiation from other scholarship programs, further effort should be promoted for this kind of engagement. Then, with regards to the utilization of special program expenses, it is necessary not only to contribute to the quality of research for JDS fellows but also to examine other mechanisms that can be used for the project achievement after JDS fellow's return to their home countries.

#### **(10) Importance of Japanese Language**

Acquiring knowledge of the Japanese language is helpful to understand the Japanese mind and spirituality more deeply and to help to form a bridge between Japan and Myanmar in the future. Even though they stay in Japan for two years, it is limited in opportunity to deepen their understanding of the Japanese and Japanese culture. This isn't a problem, if the project only has the purpose of acquiring knowledge in a specialized academic field, but if the purpose is also to foster human resources that will contribute to the friendly relations between the two countries in the future, it is necessary that among the activities of the project there is a program that teaches Japanese language and promotes an understanding of Japanese culture. Language is the foundation of cultural understanding and it is an essential tool to communicate with the Japanese. In order to continue with the study of Japanese, it is possible to provide opportunities for which using Japanese is necessary. For this reason, internships in Japanese government agencies and companies, homestay programs that give opportunities to interact with ordinary Japanese and the like are effective.

In the FY2019 JDS Basic Research, in addition to the gradual reduction of scholarship amounts in FY2009, it was also pointed out that the withdrawal of pre-arrival Japanese training from FY2010 was a complex factor that reduced the satisfaction level of JDS fellows. Furthermore, as a certain level of Japanese conversation skill is a common feature among returned fellows who maintain their connection with Japan after returning to their home country, the effectiveness of acquiring the Japanese language has been confirmed to contribute to strengthening bilateral relations. Therefore, it is desired to restore the approx. 3-month training in the Japanese language before coming to Japan.

## **(11) Networking, Establishment of a Follow-up Scheme and Roles of Implementing Agent**

### **Measures to be taken during the fellows' stay in Japan for follow-up conducted after they return home**

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

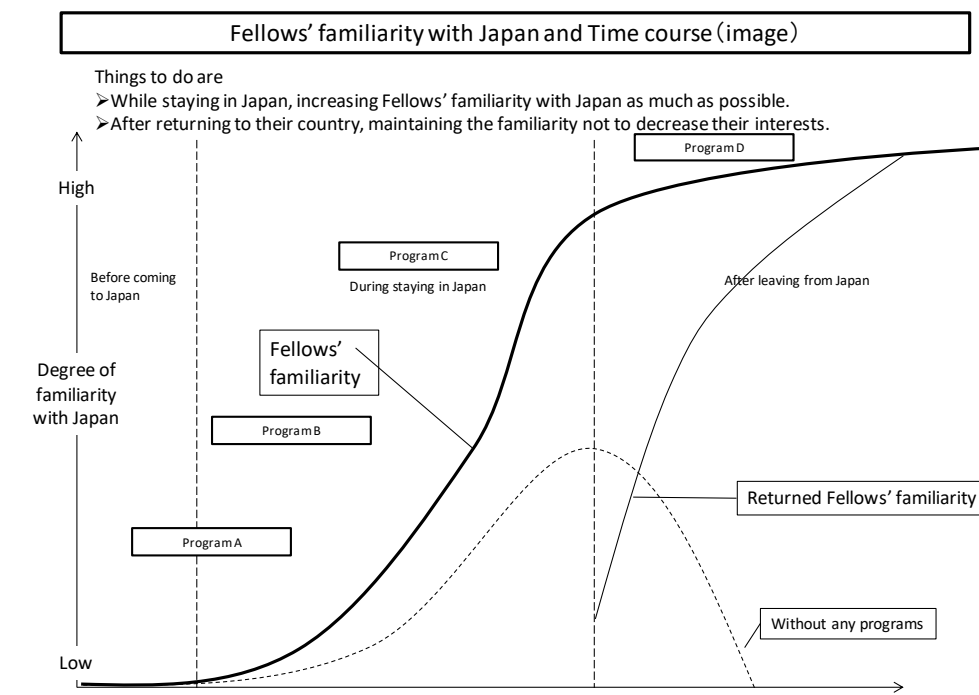
In some cases, the implementing agent is currently providing support in the target countries of the JDS project for establishing an alumni association or holding other events. However, it takes additional time and cost to improve the familiarity with Japan of the JDS returned fellows who have lost a connection with Japan for a certain period of time and it is not always efficient.

For this reason, the measures provided for the JDS fellows staying in Japan and the follow-up measures provided after they return home should be discussed in an integrated manner as continuous measures.

### **Follow-up measures implemented after the JDS fellows return home**

For sustainable follow-up activities, it is expected for the Japan side to enhance the follow-up content in collaboration with the existing JICA Alumni Association in Myanmar in order to implement measures for maintaining and improving the familiarity with Japan developed during the fellows' stay in Japan. In particular, over the several years until activities come into full swing, Japan is anticipated to support funding and facilitate activities.

A questionnaire and interviews with JDS returned fellows confirmed that there are high expectations for the establishment of the JDS Alumni Association. Figure 18 shows the image of the familiarity with Japan of foreign students and the passage of time. It shows that familiarity with Japan will be kept high even after returning to Japan by implementing seamless measures from the time of coming to Japan.



**Figure 18 Fellows' familiarity toward Japan and Time Course (Image)**

**Networking with Japanese administrative officers**

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

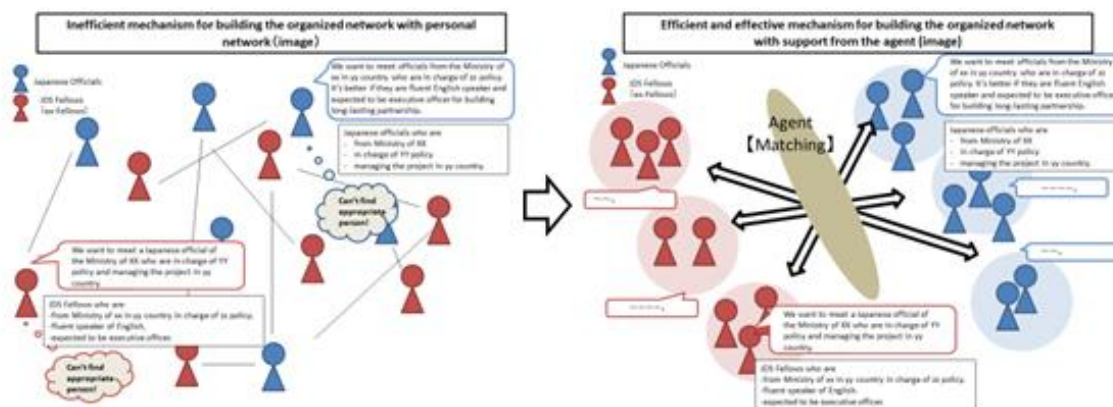
The network formulated by these measures is practical for the fellows' operations after they return home, giving an incentive to the fellows to maintain such network and therefore it is expected to establish a continuous relationship.

**Roles to be performed by the implementing Agent**

**Role as a mediator**

The JDS fellows formulate a network with various Japanese people during their stay in Japan. However, it is not easy to meet an appropriate person only by establishing a personal relationship between individuals and such network merely connects a point with a point, having only a

sporadic effect. For this reason, the implementing agent is expected to function as a mediator between the JDS fellows and the Japanese ministries and agencies and the persons concerned with ODA. It is expected that the implementing agent will perform matching based on the interest of both parties and work for establishing an organizational network and thereby contribute to better project achievements.



**Figure 19 Roles as a Mediator by the Implementing Agent**

Firm network foundation with JDS fellows

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

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

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

Network foundation with the Japanese ministries

It is important for Japanese government officials to build a network with JDS fellows. JDS fellows studying and growing up in Japan, are a diplomatic asset of Japan, and in the future, they will

sometimes become diplomatic counterparts or development partners. For example, in the future, JDS returned fellows may be in charge of infrastructure in their countries, and may become the largest key person in Japan's quality infrastructure exports. In addition, in multilateral diplomacy situations, JDS returned fellows can become partners who can share basic values with Japan while various positions of each country are considered.

However, it is difficult to take full advantage of the network with JDS returned fellows unless both the Japanese government officials and the JDS fellows have built it. Therefore, it is expected that the implementing agent will have opportunities to actively disseminate information and build networks not only to ODA-related parties but also to other ministries and agencies in Japan. By being utilized by each ministry and agency, JDS will be a human resource development project that will contribute not only to the development of the partner country but also to the development of Japan at the same time, contributing to national interest. This will enable Japan and Myanmar to build a win-win relationship.

### **Follow-up perspective**

As mentioned above, follow-up activities are important from the viewpoint of critical mass formation and network construction/continuation, and are essential for maximizing project results that cannot be measured by quantitative indicators. At present, in many JDS implementing countries such as Myanmar, after JDS fellows return to Japan, the implementing agent acts as a hub for the JDS returned fellows, supporting the alumni association activities and conducting follow-up activities by taking the lead.

Among them, the implementing agent has established the “JDS Follow-up Fund<sup>56</sup>” in each country, and provides financial support for the follow-up activities that JDS returned fellows are able to plan independently. As an example, in Vietnam, JDS returned fellows use this fund to hold the workshop voluntarily such as “food safety (2017)”, “water safety (2018)” and “environmental conservation (2019)”. These workshops were regarded as educational activities that contribute to raising public awareness, and many media outlets introduced them as activities of JDS returned fellows

It is clear that maintaining a network by only depending on spontaneous action of JDS returned fellows, is difficult. In order to maintain the JDS returned fellows as an asset of Japan, the Japanese government or JDS as a project itself must actively maintain the network. Considering the importance of follow-up activities in the manifestation of project results, it is desirable that follow-up activities will be standardly incorporated into the JDS project in addition to the spontaneous action of the implementing agent. As a result, it can be expected that follow-up activities ensuring the scale and quality will be developed.

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<sup>56</sup> The Fulbright scholarship also has a scheme that provides financial support for planning follow-up activities for graduates.

### **3-6. Conclusion**

Through this preparatory survey, it was confirmed that the project outcomes of JDS Myanmar, which has been implemented for 18 years from 2002. The average completion rate of JDS fellows for the past 10 years is 98.6 percent and 456 JDS fellows have succeeded. Many JDS fellows returned back to their belonging ministries such as 88 from Ministry of Education, 54 from Ministry of Foreign Affairs, and 46 from Ministry of Planning and Finance. In addition, there are some ministries where the government officials were newly selected as JDS fellows for the first time in the current phase, and the network formation among other ministries through JDS is expanding further. Another important achievement is the steady increase of the number of JDS returned fellows who are in important positions. The number of JDS returned fellows at the director level or higher in 2016 before the start of the current phase, was 35, compared with 61 in 2020, an increase of about 1.7 times over four years. In particular, in the Ministry of Foreign Affairs and the Union Attorney General's Office, the Permanent Secretary, who is the top of the administrative officers, was produced among the JDS returned fellows. From this, it can be said that the JDS Myanmar to date has been a very successful project.

This is largely due to the fact that JDS was the only scholarship program that continued even when the country was under military rule. Many scholarship programs in other countries have been launched in recent years and have not yet reached the network of ministries. The trust of JDS within Myanmar's ministries is strong, and success stories of studying in Japan are being passed on from JDS returned fellows to their juniors. The fact that there are many JDS returned fellows regardless of age group is a great strength that is different from donors in other countries.

However, currently, scholarships for various government officers are being implemented from other countries, and competition for excellent candidates is intensifying. For this reason, JDS is required to be carried out from a strategic perspective, rather than to be carried out as it has been. Therefore, in this preparatory survey report, two measures were mainly proposed.

The first is the implementation of JDS with a greater awareness of diplomatic achievements. In Myanmar, in addition to JDS, various scholarships are provided by the Japanese government, including JICA. As suggested in the JDS Basic Research (FY2019), the target organizations of JDS have to be decided taking into consideration of Japan's national interests, assigning specialized nomination slot allocation to the specific ministries and set a special slot for JDS returned fellows who take important positions to achieve the critical mass at the prospective ministries. It is important to conduct an effective and efficient recruiting strategy while maximizing the project achievement gained in the past JDS implementation.

In addition, even if the target organizations is set in the recruitment strategy, JDS should be selected from various scholarships, so it must be an attractive project for Myanmar government officials. For that purpose, it is necessary to implement a substantial value-added program. While studying in Japan under JDS, internships at Japanese government offices and companies and the

government networking event with Japanese government officials should be strategically implemented in Japan with a national interest in mind. In addition, it is effective to support the acquisition of Japanese language while in Japan. Unlike English, Japanese is a language that is widespread only in Japan, but if JDS fellows who have learned Japanese will be the important human resources for Japan who are expected for contributing to strengthening relationships. It is important for JDS fellows to take JDS as the added value program compared to other donor scholarships and to recognize that they are important human resources for Japan.

The second is the importance of follow-up activities. Currently, many JDS returned fellows are in important positions, but it is necessary for Japan not only to regard this as a mere project achievement, but also to utilize it in order to truly connect it to the national interest. By utilizing and collaborating with the network of JDS fellows, many administrative agencies in Japan, including JICA, JDS are expected to get even more project achievement. With the increasing influence of China in the ASEAN region, utilizing JDS fellows as diplomatic assets is an effective means to strengthen the relationship between Japan and Myanmar. Considering the fact that many JDS returned fellows take in important positions, it is unavoidable to utilize these results for network formation.

In JDS Myanmar, the next phase is a milestone phase that marks the 20th anniversary of the start of the project. Considering the 20 years as the period for sowing, it can be said that JDS returned fellows are now steadily promoting their careers and big flowers are beginning to bloom. Due to the general promotion system of Myanmar, the seniority ranking is a major factor, and it is important to continue implementing JDS from a long-term perspective. It is not a promotion system that produces results in the short term like Kyrgyzstan, but it can be said that it is definitely linked to results as time goes by. The next phase, which marks the 20th anniversary, will be regarded as a leap phase, and it will be necessary to utilize the project achievement in the past and further develop the project in a more effective cycle. The next phase is considered to be an important phase in order to improve the recruitment strategy that takes national interests into consideration, the value-added programs during Japan, and follow-up activities so that the Myanmar side can continue to have the advantage of JDS.

End



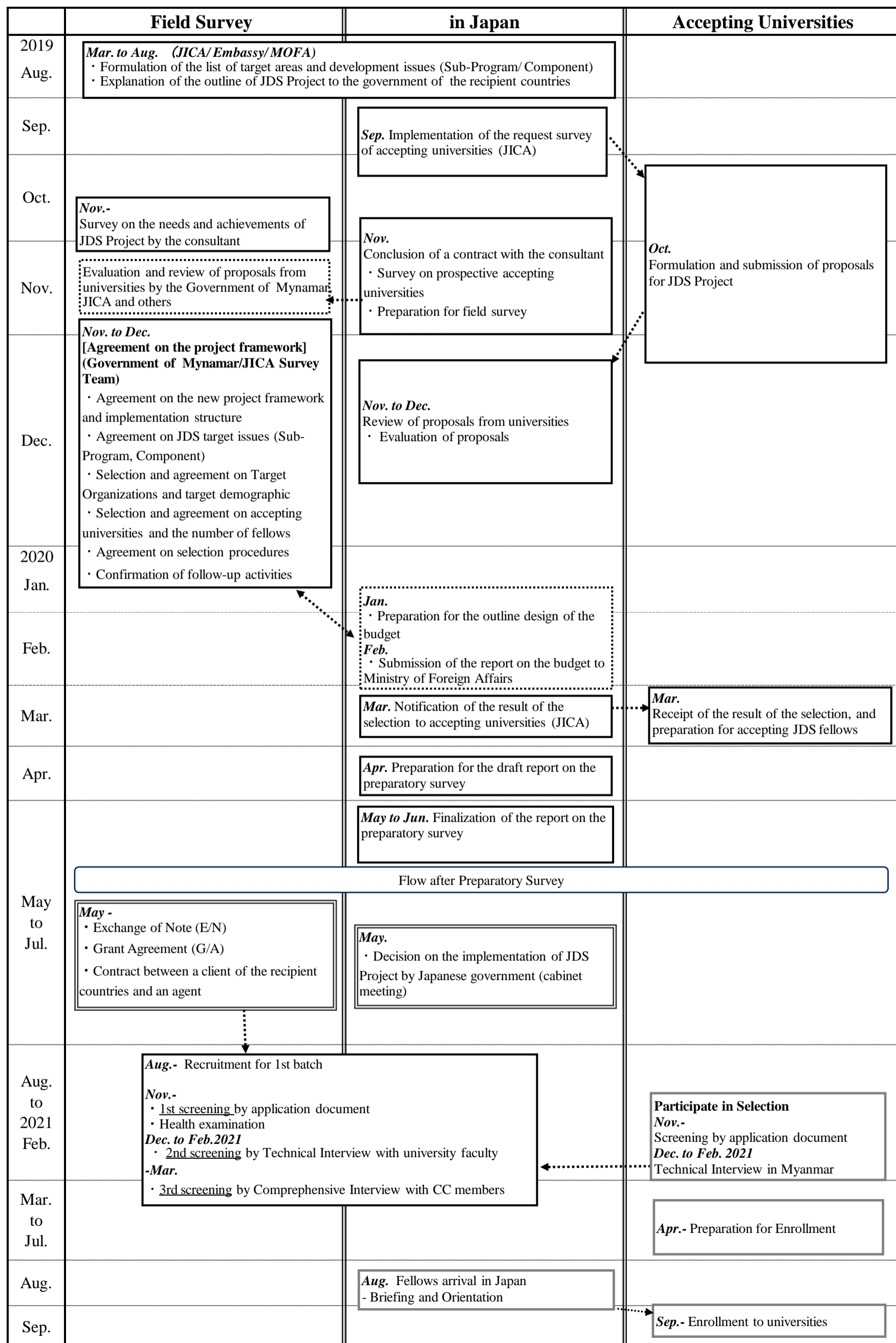
## **List of Appendixes**

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

### Member List of the Survey Team

Name	Assigned Work	Organization and Position
Ms. KOMAHASHI Rie	Leader	Deputy Director Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA
Ms. MATSUBARA Maho	Cooperation Planning	Deputy Assistant Director Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA
<Consultants>		
Mr. SHIONOYA Tsuyoshi	Human Resource Development Planning	Managing Director International Student Programs Department I, JICE
Mr. YAMAZAKI Junichi	Overseas Study Planning	Chief Officer International Student Programs Division, International Student Programs Department I, JICE
Ms. YOKOOKU Aki	Needs Study/ Coordination	Country Officer International Student Programs Division, International Student Programs Department I, JICE

Flowchart of the Preparatory Survey for JDS in Myanmar



## The Project for Human Resource Development Scholarships (JDS)

## List of Contact Persons during the Field Survey in Myanmar

## 1. Preparatory Survey in November

Date and Time	Organization	Contact Person	Remark
25 <sup>th</sup> November 2019 09:30-10:30	Embassy of Japan in Myanmar	- Mr. OISHI Hiroyuki, Second Secretary	Discussion with the Coordinating Committee members
25 <sup>th</sup> November 2019 15:00-16:00	JICA Myanmar Office	- Ms. IWASE Michiyo, Representative	
26 <sup>th</sup> November 2019 10:00 – 10:30	Ministry of Foreign Affairs, Planning and Administration Department	- U Aung Soe Win, Director General - Daw Theingi Aung, Deputy Director - Daw Soe Wuttye Htoo, Head of Branch 1	
26 <sup>th</sup> November 2019 11:30 – 12:15	Union Attorney General Office, Legal Advice Department	- U Kyaw Kyaw Naing, Deputy Director General (JDS Returned Fellow)	Human resource needs in Myanmar
27 <sup>th</sup> November 2019 11:00 – 11:30	Ministry of Commerce	- U Aung Soe, Permanent Secretary - Daw Kay Khaing Oo, Assistant Secretary	
27 <sup>th</sup> November 2019 13:00 – 14:00	Ministry of Education, Department of Education Research, Planning and Training	- Dr. Win Tun, Director General - Daw Myat Myat Maw, Deputy Director	Discussion with the Coordinating Committee members
27 <sup>th</sup> November 2019 15:30 – 16:00	Ministry of Investment and Foreign Economic Relations, Foreign Economic Relations Department	- U Aung Moe Chai, Director - Daw Yu Yu Aung, Deputy Director	
28 <sup>th</sup> November 2019 09:45 – 10:45	Ministry of the Office of the Union Government, General Administration Department	- U Myat Tun U, Director, International Relations Division - U Kyaw Zaw Lin, Director, Training and Research Department - U Ye Min Myat, Deputy Director - U Thet Ko Ko Oo, Deputy Director (JDS Returned Fellow) - U Htin Lin Aung, Deputy Director (JDS Returned Fellow)	Human resource needs in Myanmar
28 <sup>th</sup> November 2019 11:00 – 11:30	Ministry of Agriculture, Livestock and Irrigation	- Dr. Tun Lwin, Assistant Secretary, Internal/External Relations and Information Division	
28 <sup>th</sup> November 2019 13:00 – 14:00	Union Civil Service Board	- U Khin Maung Win, Permanent Secretary - U Nyi Nyi San, Director General, Civil Service Selection and Training Department - Daw Su Su Aye, Director, Training Department - Dr. Nay Zar Aung, Assistant Director,	

		Chairman's Office	
28 <sup>th</sup> November 2019 15:00 – 16:00	Ministry of Agriculture, Livestock and Irrigation	- Mr. ARAKI Yasunori, JICA Expert on Agriculture Policy	Human resource needs in Myanmar
29 <sup>th</sup> November 2019 10:00 – 11:00	JETRO Yangon	- Mr. MATSUDA Takano	

## 2. Survey Team in December

Date and Time	Organization	Contact Person	Remark
2 <sup>nd</sup> December 2019 8:30 – 10:30	JICA Myanmar Office	- Mr. IWAI Nobuo, Senior Representative - Ms. IWASE Michiyo, Representative - Mr. NAKASHIMA Kojun, Representative	Discussion with the Coordinating Committee members
2 <sup>nd</sup> December 2019 11:00 – 12:00	Embassy of Japan	- Mr. TAKIMI Kazuyuki, Counsellor - Mr. OISHI Hiroyuki, Second Secretary	
2 <sup>nd</sup> December 2019 14:00 – 15:00	Myanmar Japan Center	- Mr. YAMAUCHI Kunihiro, Chief Advisor - Mr. TANEMURA Hidekazu, Coordinator/Organizational Reinforcement	Human resource needs in Myanmar
3 <sup>rd</sup> December 2019 14:00 – 15:00	Ministry of the Office of the Union Government, General Administration Department	- U Myint Than, Director General - U Myat Htun U, Director of International Relations Division	
3 <sup>rd</sup> December 2019 15:00 – 16:00	Ministry of Planning, Finance and Industry	- U Tun Tun Naing, Permanent Secretary	
3 <sup>rd</sup> December 2019 16:00 – 17:00	Ministry of Transport and communications	- Mr. YAMAMOTO Kazuhiro, Policy Advisor for Communication and Information Technology (JICA Expert)	
4 <sup>th</sup> December 2019 09:30 – 10:30	Ministry of Natural Resources and Environmental Conservation, Forest Department	- U Kyaw Kyaw Lwin, Deputy Director General, - U Soe Myint Oo, Director - Daw Kay Khine, Range Officer (JDS Returned Fellow)	

4 <sup>th</sup> December 2019 10:30 – 11:00	Supreme Court	<ul style="list-style-type: none"> <li>- U Nyo Tun, Deputy Director General, Training Department, IT and Public Relations Department, International Relation and Research Department</li> <li>- U Win Myaing, Deputy Director General, Administration Department</li> <li>- Daw Ohnmar Aye, Director, International Relations and Research Department</li> <li>- U Yan Gyaw Khaung, Assistant Director, International Relations and Research Department</li> <li>- Daw Nu Nu Lwin, Staff Officer, International Relations and Research Department (JDS Returned Fellow)</li> </ul>	
4 <sup>th</sup> December 2019 11:00 – 11:30	Ministry of Construction, Department of Highways	<ul style="list-style-type: none"> <li>- U Kyi Zaw Myint, Deputy Director General</li> </ul>	Human resource needs in Myanmar
4 <sup>th</sup> December 2019 14:00 – 16:00	Ministry of Education	<ul style="list-style-type: none"> <li>Coordination Committee Members</li> <li>- Ministry of Education (Chair)</li> <li>- Ministry of Investment and Foreign Economic Relations</li> <li>- Ministry of Foreign Affairs</li> </ul>	Signing the minutes of discussion
4 <sup>th</sup> December 2019 18:00 – 20:00	Restaurant	<ul style="list-style-type: none"> <li>JDS Returned Fellows</li> <li>- Daw Thway Thway Chit, Director General, Planning Department, Ministry of Planning, Finance and Industry</li> <li>- Daw Khin Soe Oo, Deputy Director General, Treasury Department, Ministry of Planning, Finance and Industry</li> <li>- U Thant Zaw Than, Deputy Permanent Secretary, Supreme Court of the Union</li> <li>- U Than Htwe, Deputy Director General, Protocol Department, Ministry of Foreign Affairs</li> <li>- U Than Zaw, Deputy Director General, Central Statistical Organization, Ministry of Planning, Finance and Industry</li> </ul>	View Exchange Meeting with Returned Fellows
5 <sup>th</sup> December 2019 09:30 – 10:30	Yezin Agricultural University, Project for Capacity Development	<ul style="list-style-type: none"> <li>- Mr. Shiomi, JICA Chief Advisor</li> <li>- Mr. Okazaki Hiroyuki, Coordinator/ Education Enhancement</li> </ul>	Human resource needs in Myanmar
6 <sup>th</sup> December 2019 11:00 – 12:00	New Dana Co., LTD	<ul style="list-style-type: none"> <li>- Ms. May Nyo, Managing Director (JDS Returned Fellow)</li> </ul>	
6 <sup>th</sup> December 2019 13:00 – 14:00	Ministry of Foreign Affairs, Strategic Studies and Training Department	<ul style="list-style-type: none"> <li>- U Aung Myo Myint, Director General (JDS Returned Fellow)</li> </ul>	

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

In response to a request from the Government of the Republic of the Union of Myanmar, 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 Myanmar.

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as “the Team”) headed by Rie KOMAHASHI, Deputy Director, Grant Aid Project Management Division 2, Financial Cooperation Implementation Department, JICA, to Yangon and Nay Pyi Taw from December 1 to December 5, 2019.

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

Nay Pyi Taw, December 4, 2019

高橋 梨絵

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Rie KOMAHASHI  
Leader  
Preparatory Survey Team  
Japan International Cooperation Agency

Win Tun  
4/12/19

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Dr. Win Tun  
Director General  
Department of Education Research,  
Planning and Training,  
Ministry of Education

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

The Myanmar 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 2020 to 2023 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 the Myanmar
- (3) To explain the outline of the JDS Project to the relevant parties of the Myanmar
- (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 Myanmar side confirmed that the JDS Project is implemented under “Flowchart of JDS Project for the Succeeding Four Batches (ANNEX 2)”.

### **2. Implementation Coordination**

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

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

Ministry of Education (hereinafter referred to as “MOE”) is responsible for administrative matter of the JDS Project, and therefore Ministry of Education is regarded as the Implementing Organization.

#### **(2) Coordinating Committee**

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



Myanmar side

- Ministry of Education (chair)
- Ministry of Investment and Foreign Economic Relations
- Ministry of Foreign Affairs

Japanese side

- Embassy of Japan (vice-chair)
- JICA Myanmar 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 were identified as below.

Priority Area as Sub-Program 1 :

Assistance for Improvement of People's Livelihoods

Development Issue as Component

- 1-1. Agricultural and Rural Development / Environment
- 1-2. Disaster Risk Management
- 1-3. Health Administration / Policy

Priority Area as Sub-Program 2 :

Assistance for Capacity Building and Institution Development to Sustain Economy and Society

Development Issue as Component

- 2-1. Law
- 2-2. Public Policy / Administration
- 2-3. Economics / Business Administration
- 2-4. International Relations
- 2-5. Educational Development / Planning

Priority Area as Sub-Program 3 :

Assistance for Development of Infrastructure and Related Systems Necessary for Sustainable Economic Development

Development Issue as Component

- 3-1. Information and Communication Technology (ICT)
- 3-2. Transportation / Traffic
- 3-3. Electric Power / Energy
- 3-4. Urban Development Planning

**4. Target Organizations**

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

It was agreed that the target organizations should be reviewed according to the result of

recruitment / selection, discussed and decided in the Committee.

#### **5. Maximum Number of JDS Fellows**

The total number of JDS Fellows for the first batch in Japanese fiscal year 2020 shall be at forty four (44) for Master's Program and four (4) for Ph.D. Program, 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 Myanmar.

1) Development Issue as Component : Agricultural and Rural Development / Environment

Accepting University:

- Obihiro University of Agriculture and Veterinary Medicine, Graduate School of Animal and Veterinary Sciences and Agriculture (2 slots)
- Kyushu University, Graduate School of Bioresource and Bioenvironmental Sciences (1 slot)

2) Development Issue as Component : Disaster Risk Management

Accepting University:

- Nagoya University, Graduate School of Environmental Studies (2 slots)

3) Development Issue as Component : Health Administration / Policy

Accepting University:

- Nagasaki University, Graduate School of Tropical Medicine and Global Health (2 slots)

4) Development Issue as Component : Law

Accepting University:

- Nagoya University, Graduate School of Law (2 slots)
- Kyushu University, Graduate School of Law (2 slots)

5) Development Issue as Component : Public Policy / Administration

Accepting University:

- Meiji University, Graduate School of Governance Studies (3 slots)
- National Graduate Institute for Policy Studies, Graduate School of Policy Studies (2 slots)
- International University of Japan, Graduate School of International Relations (2 slots)

6) Development Issue as Component : Economics / Business Administration

Accepting University:

- Ritsumeikan Asia Pacific University, Graduate School of Management (3 slots)

- International University of Japan, Graduate School of International Management (2 slots)
- Hiroshima University, Graduate School of Humanities and Social Sciences (2 slots)

7) Development Issue as Component : International Relations

Accepting University:

- International Christian University, Graduate School of Arts and Sciences (2 slots)

8) Development Issue as Component : Educational Development / Planning

Accepting University:

- Hiroshima University, Graduate School of Humanities and Social Sciences (3 slots)

9) Development Issue as Component : Information and Communication Technology (ICT)

Accepting University:

- Kobe Institute of Computing, Graduate School of Information Technology (3 slots)

10) Development Issue as Component : Transportation/Traffic

Accepting University:

- Yokohama National University, Graduate School of Urban Innovation (2 slots)
- Saitama University, Graduate School of Science and Engineering (2 slots)

11) Development Issue as Component : Electric Power / Energy

Accepting University:

- Kanazawa University, Graduate School of Natural Science and Technology (2 slots)
- Kumamoto University, Graduate School of Science and Technology (2 slots)

12) Development Issue as Component : Urban Development Planning

Accepting University:

- Yokohama National University, Graduate School of Urban Innovation (1 slots)
- Hiroshima University, Graduate School of advanced Science and Engineering (2 slots)

**7. Decreasing the slots for private sector**

It was agreed that the allocating number of slots for the private sector (UMFCCI, Fed.MES, and MJC) should be decreased from 11 to 6 from the next phase. The decreased 5 slots would be allocated to the government sector from the standpoint of enhancing the administrative function in Myanmar.

**8. Focusing on the HRD of General Administration Department (GAD)**

Both parties confirmed the importance of the Human Resource Development of General Administration Department under the Ministry of the Office of the Union Government through JDS project. It was agreed that the nomination slots for GAD should be increased from the next phase in response to the high-level commitment in both countries.

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## **9. 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.

## **10. Monitoring and Evaluation**

It was agreed that monitoring and evaluation of JDS returned Fellows should be done actively by Government of Myanmar. In addition, organizing an alumni group could be considered for enhancing knowledge sharing and networking among JDS Fellows.

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

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

## **V. Important Matters Discussed**

### **1. Selection and Follow-up of the JDS Fellows**

In order to assure the project outcome, both party confirmed the importance of selection of the candidates, posting and allocation of the returned JDS Fellows.

### **2. English language training to JDS applicant and Fellows**

The Team expressed gratitude for Ministry of Education that they has been continuously arranging language trainings for the JDS applicants before the English examination, and for the JDS Fellows as a preparation before going to Japan.

### **3. Request for increasing the number of slot**

Myanmar side regarded JDS Project as an important project for human resource development in the Government of Myanmar. The team took note of the request from Myanmar side for increasing the number of slots in the future.

ANNEX 1: Flowchart of the Preparatory Survey

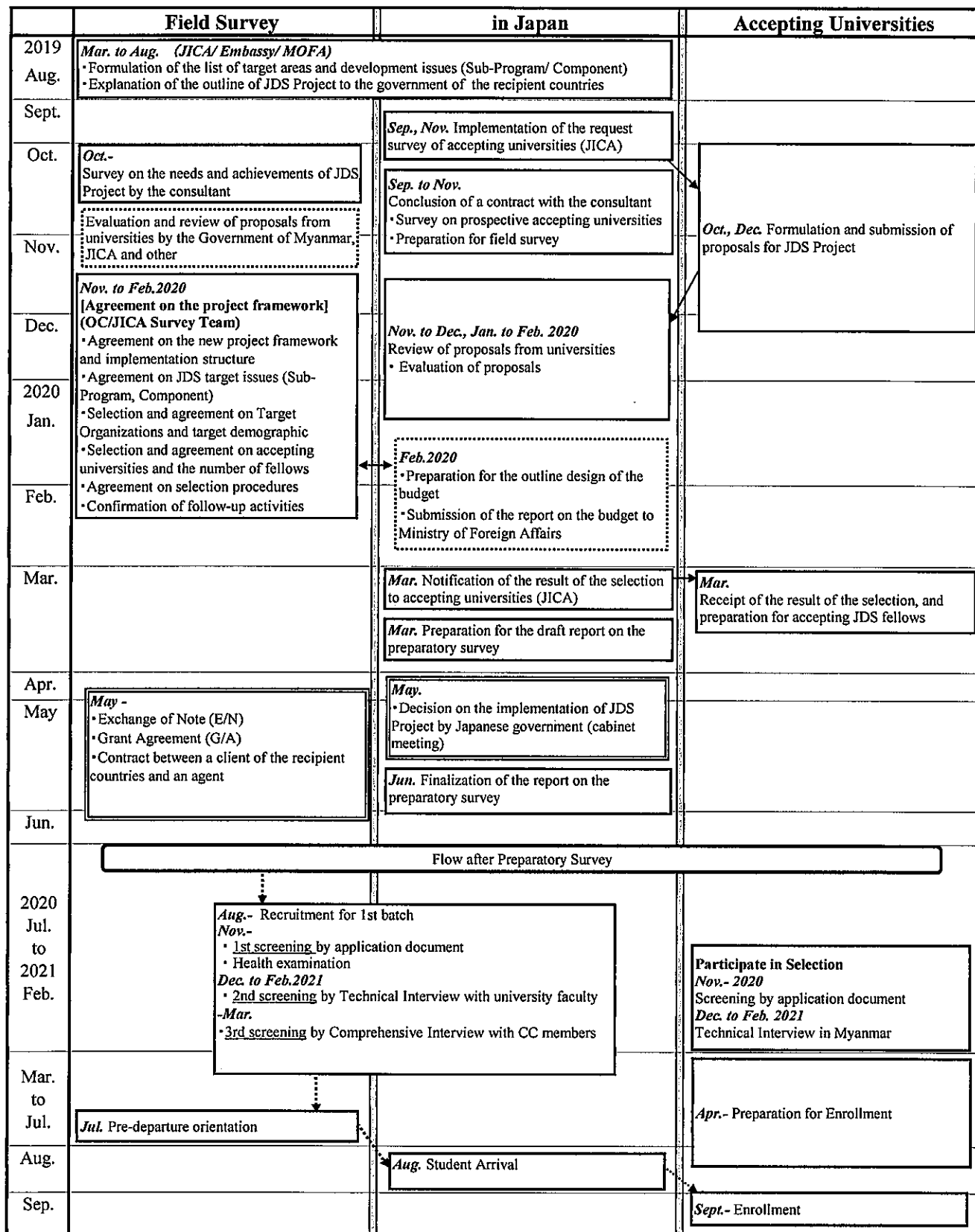
ANNEX 2: Flowchart of JDS Project for the Succeeding Four Batches

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

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

ANNEX 5: Undertakings of the Project (Draft)

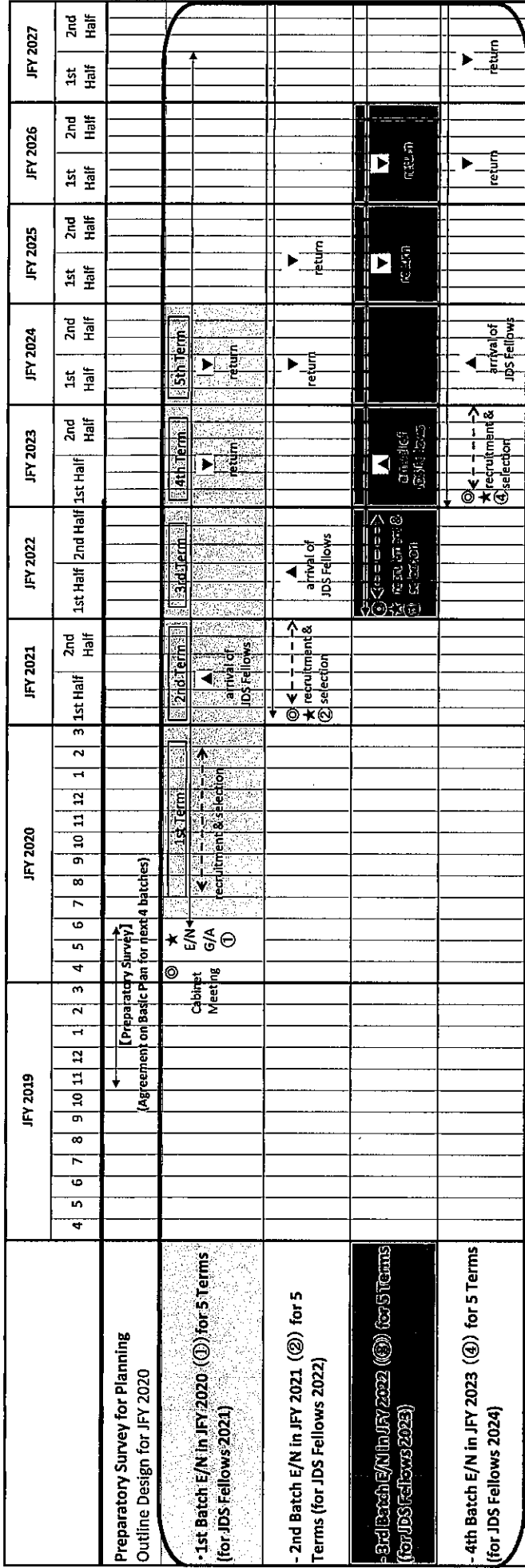
### Flowchart of the Preparatory Survey



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Flowchart of JDS Project for the Succeeding Four Batches



Project Period for 8 years

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

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Design of JDS project for the Succeeding Four Batches (Draft)

Sub-program (JDS Target Priority Area)	Component (JDS Target Development Issue)	slots	Expected Theme of the Research/Possible Fields of Study*	Supposed Target Organization*	Accepting University
1. Assistance for improvement of people's livelihoods	Agricultural and Rural 1-1 Development / Environment	3	<ul style="list-style-type: none"> <li>•Rural Development (agricultural economics, agricultural policy, farm management, agricultural extension)</li> <li>•Plant Breeding (Breeding and Genetics, Biotechnology)</li> <li>•Environment for agriculture (weather, irrigation system)</li> <li>•Sustainable agriculture system</li> <li>•Improving quality of fruit and vegetable (technical improvement, post-harvest treatment, inspection system)</li> <li>•Plant pathology (Integrated pest management, plant protection, inspection techniques)</li> <li>•Environmental protection and natural resource management</li> <li>•Livestock and veterinary technology</li> <li>•Irrigation system</li> <li>•Aquaculture techniques etc.</li> </ul>	<ul style="list-style-type: none"> <li>•Ministry of Agriculture, Livestock and Irrigation</li> <li>•Ministry of Natural Resources and Environmental Conservation etc.</li> </ul>	<p><b>Obihiro University of Agriculture and Veterinary Medicine</b> Graduate School of Animal and Veterinary Sciences and Agriculture (2 slots)</p> <p><b>Kyushu University</b> Graduate School of Bioresource and Bioenvironmental Sciences (1 slots)</p>
	Disaster Risk 1-2 Management	2	<ul style="list-style-type: none"> <li>•Disaster prevention policy, Governance</li> <li>•Disaster prevention plan</li> <li>•Earthquake disaster prevention, Weather</li> <li>•Hydrological disaster prevention</li> <li>•Disaster information</li> <li>•Disaster society research</li> <li>•Landslide disaster prevention, etc</li> </ul>	<ul style="list-style-type: none"> <li>•Ministry of Home Affairs</li> <li>•Ministry of Social Welfare, Relief and Resettlement</li> <li>•Ministry of Transport and Communications</li> <li>•Ministry of the Office of the Union Government (GAD)</li> <li>•Ministry of Information etc.</li> </ul>	<p><b>Nagoya University</b> Graduate School of Environmental Studies</p>
	Health Administration 1-3 / Policy	2	<ul style="list-style-type: none"> <li>•Health administration / Health policy</li> <li>•Strengthening system of health-care</li> <li>•Policy for public health care insurance to achieve Universal health coverage</li> <li>•Strengthening the policy making ability</li> <li>•Public health, etc.</li> </ul>	<ul style="list-style-type: none"> <li>•Ministry of Health and Sports</li> <li>•Ministry of Labour, Immigration and Population, etc.</li> </ul>	<p><b>Nagasaki University</b> School of Tropical Medicine and Global Health</p>

*Sum*

Sub-program (JDS Target Priority Area)	Component (JDS Target/Development issue)	slots	Expected Theme of the Research/Possible Fields of Study*	Supposed Target Organization*	Accepting University
	2-1 Law	4	<ul style="list-style-type: none"> <li>Improvement of legal systems which contribute to promotion of democratization. (Capacity building of judicial administration)</li> <li>Improvement of legal system which contribute to promotion of market economy. (Lawmaking of economy-related law such as Investment Law, Export and Import transaction law/ Interpretations and operation of Laws/ Commercial arbitration, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Supreme Court of the Union</li> <li>Union Attorney General's Office</li> <li>Huttaw Office</li> <li>Ministry of Planning, Finance and Industry</li> <li>Ministry of Investment and Foreign Economic Relations</li> <li>Ministry of Commerce</li> <li>Ministry of Education</li> <li>Ministry of Foreign Affairs</li> <li>Ministry of Labour, Immigration and Population, etc</li> </ul>	<p>Nagoya University Graduate School of Law (2 slots)</p> <p>Kyushu University Graduate School of Law (2 slots)</p>
	2-2 Public Policy /Administration	7	<ul style="list-style-type: none"> <li>Design and management of the national development plan</li> <li>Design and management of regional development plan</li> <li>Theory of public organization and system</li> <li>Civil service reform, human resource development of government officials</li> <li>Development of labor employment system</li> <li>Corruption</li> <li>Election system</li> <li>Decentralization</li> <li>Journalism, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Home Affairs</li> <li>Ministry of Labour, Immigration and Population</li> <li>Ministry of Education</li> <li>Ministry of Planning, Finance and Industry</li> <li>Ministry of Investment and Foreign Economic Relations</li> <li>Union Civil Service Board</li> <li>Union Auditor General's Office</li> <li>Ministry of Defence, etc.</li> </ul>	<p>Meiji University Graduate School of Governance Studies (3 slots)</p> <p>National Graduate Institute for Policy Studies Graduate School of Policy Studies (2 slots)</p> <p>International University of Japan (IUJ) Graduate School of International Relations (GSIR) (2 slots)</p>
2 Assistance for capacity building and institution development to sustain economy and society	2-3 Economics / Business Management	7	<ul style="list-style-type: none"> <li>Analysis of macro economics (interindustry analysis etc.)</li> <li>Fiscal management, taxation system</li> <li>Construction of financial system, Monetary policy, Inflation control</li> <li>Leading foreign investment, special economic zones</li> <li>ASEAN Free Trade Area, ASEAN Economic Community(AEC), FTA (Free Trade Agreement) Policy and Analysis</li> <li>Private sector, SME support</li> <li>Local economic development</li> <li>Finance, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Planning, Finance and Industry</li> <li>Ministry of Investment and Foreign Economic Relations</li> <li>Ministry of Commerce</li> <li>Central Bank</li> <li>Ministry of Foreign Affairs</li> <li>Ministry of Agriculture, Livestock and Irrigation</li> <li>Ministry of Education</li> <li>Ministry of Hotel and Tourism</li> <li>Private Sector, etc.</li> </ul>	<p>Ritsumeikan Asia Pacific University (APU) Graduate School of Management (3 slots)</p> <p>International University of Japan (IUJ) Graduate School of International Management (GSIM) (2 slots)</p> <p>Hiroshima University Graduate School of Humanities and Social Sciences (2 slots)</p>
	2-4 International Relations	2	<ul style="list-style-type: none"> <li>ASEAN, GMS relationship</li> <li>Relation with Japan, China, India, the United States, Europe</li> <li>Socio-economic development and development assistance</li> <li>Human security and human rights</li> <li>Development and environmental issues (ex. climate change)</li> <li>International labor market</li> <li>Food security (ex. population problem)</li> <li>Development of Tourism, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Foreign Affairs</li> <li>Ministry of Planning, Finance and Industry</li> <li>Ministry of Investment and Foreign Economic Relations</li> <li>Ministry of Education</li> <li>Ministry of Religious Affairs and Culture</li> <li>Ministry of Information</li> <li>Ministry of Hotel and Tourism</li> <li>Ministry of Labour, Immigration and Population</li> <li>Union Civil Service Board</li> <li>Ministry of Defence, etc.</li> </ul>	<p>International Christian University Graduate School of Arts and Sciences</p>
	2-5 Educational Development / Planning	3	<ul style="list-style-type: none"> <li>Educational development and planning</li> <li>Educational policy, finance and administration</li> <li>Educational statistics</li> <li>Curriculum development</li> <li>School/University Management, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Education, etc.</li> </ul>	<p>Hiroshima University Graduate School of Humanities and Social Sciences (3 slots)</p>

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Sub-program (JDS Target Priority Area)	Component (JDS Target Development Issue)	Expected Theme of the Research/Possible Fields of Study*	Supposed Target Organization*	Accepting University
3 Assistance for development of infrastructure and related systems necessary for sustainable economic development	3-1 ICT	<ul style="list-style-type: none"> <li>• Diffusion of ICT, promoting of computerization</li> <li>• Electronic government</li> <li>• Development of ICT network technology</li> <li>• Application to e-business</li> <li>• ICT Application to financial, distribution and transportation, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Education</li> <li>• Ministry of Planning, Finance and Industry</li> <li>• Ministry of Investment and Foreign Economic Relations</li> <li>• Ministry of Information</li> <li>• Ministry of Transport and Communications</li> <li>• Ministry of Construction</li> <li>• Ministry of Border Affairs</li> <li>• Ministry of Labour, Immigration and Population</li> <li>• Central Bank, etc.</li> </ul>	Kobe Institute of Computing Graduate School of Information Technology (3 slots)
	3-2 Transportation / Traffic	<ul style="list-style-type: none"> <li>• Transport/Traffic policy, National land development policy, Traffic network planning and development of traffic infrastructure (road, rail, aviation, water transport)</li> <li>• Development of Traffic control system, Public transport and Mass transit</li> <li>• Design and construction technology, construction management technology of road, highway, bridges, railway and port.</li> <li>• Safety management system.</li> <li>• Safety control technology of aviation.</li> <li>• Methods of traffic survey using IT technology, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Transport and Communications</li> <li>• Ministry of Construction</li> <li>• Yangon City Development Committee</li> <li>• Mandalay City Development Committee</li> <li>• Nay Pyi Taw Development Committee</li> <li>• Private Sector, etc.</li> </ul>	Yokohama National University Graduate School of Urban Innovation (2 slots)  Saitama University Graduate School of Science and Engineering (2 slots)
	3-3 Electric Power / Energy	<ul style="list-style-type: none"> <li>• Energy policy and analysis of electric power supply and demand</li> <li>• Energy and environmental issues</li> <li>• Hydropower technology</li> <li>• Thermal power generation technology</li> <li>• Renewable energy</li> <li>• System planning (transmission and distribution of electricity), etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Electricity and Energy</li> <li>• Ministry of Natural Resources and Environmental Conservation</li> <li>• Private Sector, etc.</li> </ul>	Kanazawa University Graduate School of Natural Science and Technology (2 slots)  Kumamoto University Graduate School of Science and Technology (2 slots)
	3-4 Urban Planning	<ul style="list-style-type: none"> <li>&lt;Urban Planning&gt;</li> <li>• Urban structure planning, Urban spatial planning, Urban transport planning (Transit Oriented Development:TOD), Urban growth management planning, Urban water system planning, Urban road drainage planning, Urban development policy, Urban environment, Participative community development, Urban redevelopment, Housing development, Environmental assessment, etc.</li> <li>&lt;Urban Engineering and Architecture &gt;</li> <li>• Architectural design building design and construction management, etc.</li> <li>&lt;Water and Sewerage&gt;</li> <li>Water distribution management, Water quality management, Water supply project, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Construction</li> <li>• Ministry of Transport and Communications</li> <li>• Ministry of Natural Resources and Environmental Conservation</li> <li>• Yangon City Development Committee</li> <li>• Mandalay City Development Committee</li> <li>• Nay Pyi Taw Development Committee</li> <li>• Ministry of Planning, Finance and Industry</li> <li>• Ministry of Investment and Foreign Economic Relations</li> <li>• Private Sector, etc.</li> </ul>	Yokohama National University Graduate School of Urban Innovation (1 slots)  Hiroshima University Graduate School of Advanced Science and Engineering (2 slots)
	Maximum Number per year	44		

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

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

- |   |
|---|
| <ol style="list-style-type: none"> <li>1. Country: Republic of the Union of Myanmar</li> <li>2. Target Priority Area(Sub-Program):</li> <li>3. Coordinating Committee:<br/>           Myanmar Side: Ministry of Education (Chair), Ministry of Investment and Foreign Economic Relations, Ministry of Foreign Affairs<br/>           Ministry of Home Affairs<br/>           Japanese Side: Embassy of Japan (Vice Chair), JICA Myanmar Office</li> </ol> |
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**Itemized Table 1-1**

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

**(1) Basic Information**

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

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

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

**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 Myanmar and Japan.

**(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 JDS returned 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 JDS returned fellows.</li> </ol> |
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**(4) Number of JDS Fellows and Accepting University**

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

**XXX University, Graduate School of XXXXX**

Target	Contents/ Programs to achieve target
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1) Before arrival in Japan	
Pre-departure preparation in Myanmar 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 2019 (Until 2021) : 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

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

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

**(8) Qualifications**

- 1) Nationality: Citizens of Myanmar
- 2) Age Between 22 and 40 as of April 1<sup>st</sup> of the year of dispatch
- 3) Academic Background: Possess a Bachelor Degree from universities authorized by the Government of Myanmar or other countries.
- 4) Work Experience:
  - Currently employed in the Target Organizations
  - Working experience for 2 years or more as governmental official is preferable
- 5) Others:
  - Currently not awarded or scheduled to
  - Has not been awarded foreign scholarships for Master's or higher degrees
  - Has a good command of both written and spoken English at graduate school level
  - Must be in good health, both mentally and physically

## Undertakings of the Project (Draft)

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

NO	Items	Deadline	In charge	Estimated cost	Ref.
1	To establish an operating committee (hereinafter referred to as “the Committee”) in order to discuss any matter that may arise from or in connection with the G/A	Within 1 month after signing on the G/A	Ministry of Education		
2	To appoint the head of representatives of the Recipient who will be a chairperson of the Committee	Within 1 month after signing on the G/A	Ministry of Education		
3	To open the Bank Account (Banking Arrangement (B/A))	Within 1 month after signing on the G/A	Ministry of Education		
4	To issue A/P to a bank in Japan (the Agent Bank) for the payment to the Agent	Within 1 month after the signing of the contract	Ministry of Education	-	
5	To bear the following commissions to a bank of Japan for the banking services based upon the B/A		Ministry of Education		
	1) Advising commission of A/P	Within 1 month after the signing of the contract	Ministry of Education	approx. JPY6,000	
	2) Payment commission for A/P	Every payment	Ministry of Education	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 Education		
7	To organize the Committee meeting	During the Project	Ministry of Education		
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 Education		
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 Education		
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 Education		
11	To give due environmental and social consideration in the implementation of the Project	During the Project	Ministry of Education		

(MoES: Ministry of Education and Sports, MoF: 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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The Number of JDS Participants to be Accepted for Next Four Years  
under the JDS Project in Myanmar (Master's Course)

Sub-Program	Component	University	Graduate School	Expected Number of JDS Participants				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1. Assistance for Improvement of People's Livelihoods	1-1 Agricultural and Rural Development/ Environment	Kyushu University	Graduate School of Bioresource and Bioenvironmental Sciences	1	1	1	1	4
		Obihiro University of Agriculture and Veterinary Medicine	Graduate School of Animal and Veterinary Sciences and Agriculture	2	2	2	2	8
	1-2 Disaster Risk Management	Nagoya University	Graduate School of Environmental Studies	2	2	2	2	8
	1-3 Health Administration/ Policy	Nagasaki University	School of Tropical Medicine and Global Health	2	2	2	2	8
2. Assistance for Capacity Building and Institution Development to Sustain Economy and Society	2-1 Law	Kyushu University	Graduate School of Law	2	2	2	2	8
		Nagoya University	Graduate School of Law	2	2	2	2	8
	2-2 Public Policy / Administration	International University of Japan (IUJ)	Graduate School of International Relations (GSIR)	2	2	2	2	8
		Meiji University	Graduate School of Governance Studies	3	3	3	3	12
		National Graduate Institute for Policy Studies (GRIPS)	Graduate School of Policy Studies	2	2	2	2	8
	2-3 Economics/ Business Administration	Hiroshima University	Graduate School of Humanities and Social Sciences	2	2	2	2	8
		International University of Japan (IUJ)	Graduate School of International Management (GSIM)	2	2	2	2	8
		Ritsumeikan Asia Pacific University (APU)	Graduate School of Management	3	3	3	3	12
	2-4 International Relations	International Christian University (ICU)	Graduate School of Arts and Sciences	2	2	2	2	8
	2-5 Educational Development/ Planning	Hiroshima University	Graduate School of Humanities and Social Sciences	3	3	3	3	12
3. Assistance for Development of Infrastructure and Related Systems Necessary for Sustainable Economic Development	3-1 ICT	Kobe Institute of Computing (KIC)	Graduate School of Information Technology	3	3	3	3	12
	3-2 Transportation/ Traffic	Saitama University	Graduate School of Science and Engineering	2	2	2	2	8
		Yokohama National University	Graduate School of Urban Innovation	2	2	2	2	8
	3-3 Electric Power/ Energy	Kanazawa University	Graduate School of Natural Science and Technology	2	2	2	2	8
		Kumamoto University	Graduate School of Science and Technology	2	2	2	2	8
	3-4 Urban Development Planning	Hiroshima University	Graduate School of Advanced Science and Engineering	2	2	2	2	8
		Yokohama National University	Graduate School of Urban Innovation	1	1	1	1	4
	Total				44	44	44	44