

**People's Republic of Bangladesh
Ministry of Finance**

**PREPARATORY SURVEY ON
JAPANESE GRANT AID FOR
HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
IN THE PEOPLE'S REPUBLIC OF BANGLADESH

FINAL REPORT**

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Summary

1. Summary of the Preparatory Survey

Background of the Survey

The Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as “JDS”) Project¹ was first launched in Uzbekistan and Lao People’s Democratic Republic (hereinafter referred to as “Laos”) in fiscal 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries. The project has later been introduced to other countries as well, and the number of target countries has reached 14 by fiscal 2013.

JDS has introduced a New System (hereinafter referred to as “the New System”) gradually for further effectiveness and efficiency since 2008, and Bangladesh, Cambodia, Sri Lanka and Vietnam has shifted to the New System in 2009, in which the dispatch of participants to Japan in 2013 marked the completion of the dispatch of JDS participants in the six-year project cycle.

Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of continuing with this project and properly reflecting the Country Assistance Policy for Bangladesh, relevant JICA programs, etc. in the formulation of the project based upon the results of reviewing the needs of the Government of Bangladesh.

Objectives of the Survey

The main objectives of the survey are as follows:

- For the survey team and the JDS Operating Committee of Bangladesh to discuss and agree on target priority area (Sub-Program)/development issues (Components) based on the Sixth Five Year Plan of Bangladesh and the Country Assistance Policy for Bangladesh by the Japanese government and allotted number of participants for Sub-Program. And also to consider the contents and the budget of Special Program provided by the Accepting University, and figure out the project scale design for acceptance of the JDS participants for the next four batches.
- To conduct the selection for the applicants from the Target Organizations and select the final successful candidates. To finalize the Basic Plan for Sub-Program, with involvement from the Accepting Universities, based on the information through the discussion between the survey team and Target Organizations and meetings between faculty members of the university and the Operating Committee members.

¹ Japanese Grant Aid for Human Resource Development Scholarships (JDS) Project: A human resource development (overseas education) scheme provided to currently 12 countries through Japanese grant aid.

Method of the Survey

As part of the Preparatory Survey, the survey in Bangladesh has been conducted from September 2013 to March 2014.

- September 2013: Confirmation of the principle/policy for the survey
 - (1) to set Sub-Program and Components in accordance with Country Assistance Policy for Bangladesh by the Japanese government and development needs of Bangladesh
 - (2) to select and determine the Accepting Universities of Japan which would provide the educational programs corresponding to each Sub-Program/Component
 - (3) to select Target Organizations corresponding to each Sub-Program/Component
 - (4) to select Managing Organizations corresponding to each Sub-Program/Component
 - (5) to confirm the implementation system
- September 2013 to February 2014: Recruitment and Selection of the JDS applicants of the 1st Batch
- October 2013: Estimation of the project scale
- December 2013: Formulation of the drafts of Basic Plan for Sub-Program
- February 2014: Confirmation of the Basic Plan for Sub-Program

Results of the Survey

Sub-Program/ Components in Bangladesh

Sub-Program	Component	Target Organization	University	Graduate School	Slot
Administrative capacity improvement	1-1. Development of Capacity for Public Administrative Government	BCS Cadre Official	Yamaguchi University	Graduate School of Economics	2
			Meiji University	Graduate School of Governance Studies	2
	1-2. Development of Capacity for Economics Planning and Policy	BCS Cadre Official Bangladesh Bank Class-1 Officers	Hitotsubashi University	School of International and Public Policy	2
			Ritsumeikan University	Graduate School of Economics	3
	1-3. Development of Legal Capacity and Planning	BCS Cadre Official	Kyushu University	Graduate School of Law	2
	1-4. Development of Capacity for Urban and Rural Planning and Policy	BCS Cadre Official	University of Tsukuba	Graduate School of Life and Environmental Sciences	2
	1-5. Development of Capacity for Public Finance and Investment Management	BCS Cadre Official Bangladesh Bank Class-1 Officers	International University of Japan	Graduate School of International Relations	2

Evaluation of JDS

Through the evaluation of JDS, the Sub-Program and Components which were set in line with the human resource development needs of Bangladesh were found to be consistent with the challenges facing the country in its development efforts and the priority areas of the Country Assistance Policy for Bangladesh by the Japanese government.

As the effects of human resource development projects should be considered from a long-term point of view, Project Designs, particularly the Project Purpose, which is the goal to be achieved by the time of completion of the project, can be nothing more than to improve the abilities of human resources working for the formulation of policies and other tasks in respective Target Organizations through getting them to learn the knowledge required to resolve relevant development issues. Ultimately, however, this is expected to lead to “contribution to resolving development issues facing one’s country” through effective utilization of the knowledge acquired by JDS participants in respective organizations back in their countries and provision of appropriate opportunities and duties to these former participants that will allow them to make good use of their knowledge.

The followings are the verifiable indicators to measure achievement of the Project Purpose:

- Ratio of JDS participants who obtain Master’s degree
- Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/expertise after their return

The indicator of “ratio of JDS participants who obtain Master’s degree” has been highly achieved in previous years, through encouragement of application targeted at the organizations associated with the targeted areas and personnel matching the purpose of the project during the recruitment period, selection based on basic academic knowledge and learning abilities, and various supports and regular monitoring for the JDS participants in Japan.

As for the other indicator, “ratio of JDS returned participants assigned to the workplace which has good relevance to their research/expertise after their return,” many JDS participants from Bangladesh are required to sign agreements with their belonging ministries or organizations before leaving for Japan to promise to return to the ministries or organizations to which they belonged to work for the designated minimum length of service etc after returning to their home countries. However, it cannot be said that their return to the belonging ministries or the workplaces related to their researches are not guaranteed due to the unique civil servants system in Bangladesh, which allows the government employee to transfer among different ministries for personnel changes. On the other hand, the Government of Bangladesh started to consider the effective utilization of JDS returned participants. And according to the results of questionnaire on the ministries and organizations of JDS returned participants in Bangladesh have revealed that several ministries and organization try to make use of what JDS returned participants have learned from participating in the JDS project at their workplaces.

Under this circumstance, after the 1st Phase in the New System introduced since 2009, the Target Organizations in the Government of Bangladesh have started to recognize that the JDS project is the scholarship project specialized on training for BCS cadre officials and Bangladesh Bank Class-1 officers. It is expected to encourage more Target Organizations which will utilize the JDS project for their human resource development now more than ever.

2. Recommendations

Among the multiple countries providing the scholarship programs for Bangladesh, in order to achieve the JDS objectives and to maximize its effects under such a situation, it is important to make more people become interested in applying for JDS at first and also to secure the quality of applicants.

Government policies to further encourage the acceptance of students from overseas countries and unified efforts by related organizations across Japan would be desirable for securing the certain number of applicants. At the same time, as part of approaches to attract more applicants to JDS, it would be necessary to continue to advertise distinctive characteristics of the JDS project that set it apart from many other scholarship programs. Targeting government employees, JDS is a well-designed program suitable for developing human resources who contribute to resolving development issues facing Bangladesh. It is expected that the Target Organizations deepen their understanding as the JDS project benefits medium- to long-term development of their country. Specifically, the JDS project has the following features that should be showcased: (i) accepting universities are positioned as project partners; (ii) a comprehensive system covering provision of advices and acceptance of students is put in place where the JDS participants can receive curriculum that meet the situation of their countries through the Special Program in addition to the existing programs; and (iii) generous support including regular monitoring is provided to the JDS participants throughout their stay in Japan.

In order to increase effects of the JDS project it would be necessary to strengthen cooperation with other JICA projects, focus more on public relations activities through establishing and utilizing continual cooperation with 196 returned participants as of March 2014, and recruit personnel who could be a counterpart in future projects.

The concerns and recommendations obtained through the Survey are as follows:

(1) Setting of Target Organizations

Due to the horizontal mobility of ministries for government employees in Bangladesh, specific Target Organizations were not selected, but rather BCS Cadre officials and Bangladesh Bank Class-1 officers², who are categorized as high class officers, were adopted as in the 1st Phase under the New System. In addition, for the Component “Development of Legal Capacity and Planning,” we have

² Bangladesh Bank Class-1 officers are only eligible for the Component “Development of Capacity for Economics Planning and Policy” and “Development of Capacity for Finance and Investment Management.”

excluded Judicial Cadre³ from the list of targets as Bangladeshi side has suggested that the issue is not one of training judges and lawyers but rather the urgent one of carrying out the development of legal systems and training the administrative officials who will plan, draft and implement them. In addition, from the point of view of training government employees, discussions were held on setting an upper limit for Bangladesh Bank Class-1 officers among the final candidates, but in view of the fair and transparent selection process for JDS, it was decided not to set any such limit.

(2) Selection of Accepting University

As regards the selection of Accepting Universities, this year's Preparatory Survey has revealed that JICA has fairly selected universities in accordance with its clearly-defined evaluation standards, and the appropriateness of the selection has gained a certain level of understanding from the Bangladeshi side as well. Consequently, the Bangladeshi side has basically agreed to what the Japanese side has proposed. On the whole, based on the experience in carrying this project out over the last four years, the Accepting Universities with deep understanding of the way that Bangladesh government employees move horizontally among ministries, and can offer instruction in a wide range of themes to increase the background knowledge, were selected.

It is expected that direct discussions and cooperation between Accepting Universities in Japan and Target Organizations as well as Operating Committee members in Bangladesh will be enhanced in the process of formulating a framework for the project, including setting of Accepting Universities, in the future. Respective Accepting Universities are urged to develop and implement more effective measures to resolve development issues in Sub-Program before JDS participants come to Japan, during their stay in Japan, and after they return home, in an integrated manner.

(3) Application Requirements

There was not a specific request to set an additional application requirement, and it was decided to succeed the application requirement in the 1st Phase under the New System.

(4) Number of Applicants

The initial recruitment period of this year was about six weeks due to the Survey schedule, which was shorter than that of last year, and there were not adequate applicants at the time of the application deadline. Based on the approval of the Operating Committee, the recruitment period was extended by one week, and the final number of applicants reached 116 persons. Recruitment activities were able to approach a total of 546 participants at 7 recruitment seminars in addition to the visits to 55 Target Organizations and bureaus, which enabled to spread the recruitment information to a wide range of eligible applicants.

³ With the goal of making the judiciary and the administrative independent in 2007, Judicial Cadre has been split off from BCS (Bangladesh Civil Service) and the new BJSC (Bangladesh Judicial Service Commission) has been created. Therefore, Judicial Cadre is not eligible to apply for JDS.

The reasons that the number of applicants was smaller this year are due to the two-week reduction in the initial recruitment period compared to previous years and the political confusion regarding the general election, meaning that the application process did not proceed smoothly. Besides, there seems to have many candidates who hesitated to apply for JDS due to the changes in the Sub-Program and Components as a result of the migration to the 2nd Phase.

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List of Abbreviations

ABBREVIATION	DESCRIPTION
BCSAA	Bangladesh Civil Service Administration Academy
BCS Cadre	Bangladesh Civil Service Cadre
BPATC	Bangladesh Public Administration Training Centre
CGPA	Cumulative Grade Point Average
E/N	Exchange of Notes
ERD	Economic Relations Division
G/A	Grant Agreement
GDP	Gross Domestic Product
IELTS	International English Language Testing System
JDS	Japanese Grant Aid for Human Resource Development Scholarship
JICA	Japan International Cooperation Agency
JICE	Japan International Cooperation Center
MDGs	Millennium Development Goals
NGO	Non-Governmental Organization
NSAPR	National Strategy for Accelerated Poverty Reduction
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PATP	Public Administration Training Policy
PRSP	Poverty Reduction Strategy Paper
SAARC	South Asian Association for Regional Cooperation
TQM	Total Quality Management
YLP	Young Leader's Program

Remarks:

In this report, JDS project before introduction of the New System (system which accepts 4-batch participants under the same field, Target Organization and Accepting University) is mentioned as “JDS Old System”. In addition, it is distinguished acceptance of 4-batch participants since Preparatory Survey in 2009 as “the 1st Phase of the New System” and acceptance of another 4-batch participants since this Preparatory Survey as “the 2nd Phase of the New System”.

Chapter 1. Background of the Japanese Grant Aid for Human Resource Development Scholarship (JDS)

1-1. Present Situations and Issues of JDS

1-1-1. Present Situations and Issues

The Japanese Grant Aid for Human Resource Development Scholarship (hereinafter referred to as “JDS”) Project⁴ was first launched in Uzbekistan and Laos in fiscal 1999 as part of the “100,000 International Students Plan” of the Japanese government. JDS aims to develop human resources who can play core roles in formulating and implementing social and economic development plans in developing countries. The project has later been introduced to other countries as well, and the number of target countries has reached 14 countries⁵ by fiscal 2013. The total number of JDS participants who had come to Japan exceeded 2,900 by fiscal 2013.

The relevant government employees in the target countries highly evaluate the overall achievements that the JDS project has made in the past 14 years, stating that “JDS participants contribute significantly to the development of their own countries, taking advantage of what they have acquired through their studies in Japan in various ways.” At the same time, however, they recognize the need to review the following items for further effectiveness and efficiency:

- Narrowing down of target fields of study based on the Country Assistance Policy by the Japanese government
- Selection of target candidates and Target Organizations to be developed
- Continuous acceptance of JDS participants by the same universities to improve quality

This is the background against which it was decided that the New System for JDS (hereinafter referred to as “the New System”⁶) would be introduced. The Preparatory Survey for the introduction of the New System was conducted first in Uzbekistan, Laos, Mongolia and Tajikistan in fiscal 2008, and then in Bangladesh, Cambodia, Sri Lanka and Vietnam in fiscal 2009. In fiscal 2010, Kyrgyz and the Philippines also became target countries of the New System. In fiscal 2011, Ghana became the first in Africa to participate in the JDS project, and the Preparatory Survey was implemented in the country.

⁴ Japanese Grant Aid for Human Resource Development Scholarships (JDS) Project: A human resource development (overseas education) scheme provided to currently 12 countries through Japanese grant aid.

⁵ 14 countries: Uzbekistan, Laos, Vietnam, Cambodia, Bangladesh, Mongolia, Myanmar, China, the Philippines, Indonesia, Kyrgyz, Tajikistan, Sri Lanka and Ghana. The project terminated with the dispatch in 2006 in Indonesia and the dispatch in 2012 in China.

⁶ New System: Under the New System, Sub-Programs/Component are established in each target country based on Japanese ODA policy (target priority areas, etc.), the target country’s issues and human resource development needs, Target Organizations (central government agencies, etc.) and Japanese Accepting Universities are selected, and participants are dispatched to universities which are suitable for the efforts for the Sub-Programs/Components. While the prime purpose of the JDS project was originally to improve the abilities of individual international students, the New System aims to develop human resources who will be able to formulate policies to resolve issues facing their countries in the future, by making the administrative capacity enhancement of each country its major purpose in 2009. In the New System, four years are regarded as one package. JDS participants are dispatched under the same schemes, with the same Sub-Programs/Components, Target Organizations and Accepting Universities for four years. This results in improvement in the core human resources’ abilities to make policies and manage projects, which leads to improvement of Target Organizations’ ability in policy-making. In addition, Accepting Universities can provide education through programs suitable for target countries through the acceptance of JDS participants from the same countries and Target Organizations for four years.

In Bangladesh, Cambodia, Sri Lanka and Vietnam, to which the New System was introduced in 2009, the dispatch of participants to Japan in 2013 marked the completion of the dispatch of JDS participants in the six-year project cycle. Under such circumstances, this Preparatory Survey was decided to be conducted with the aim of verifying the appropriateness of continuing with this project, reviewing the needs of the Government of Bangladesh, and properly reflecting the Country Assistance Policy for Bangladesh, relevant JICA programs, etc. in the formulation of the project. As of January 2014, a total of 228 JDS participants from Bangladesh have been accepted by Japanese universities since 2001, in which the JDS project was launched in the country (Table 1).

Table 1: Number of JDS participants from Bangladesh (As of January 2014)⁷

Batch	Year	Number of Participants	Field of Study	Ratio of Public/Private Sector		Restoration
				Public	Private	
1st Batch	2002	29	Law, Economics, Public Administration, International Relations, ICT	45%	55%	58%
2nd Batch	2003	19	Law, Economics, Public Administration, International Relations, ICT	37%	63%	73%
3rd Batch	2004	20	Law, Economics, Public Administration, International Relations, ICT	45%	55%	75%
4th Batch	2005	20	Law, Economics, Public Administration, International Relations, ICT, Medical Administration, Education, Environmental Policy	55%	45%	75%
5th Batch	2006	20	Economics, Public Administration, ICT, Medical Administration, Educational Administration, Environmental Policy	80%	20%	85%
6th Batch	2007	20	Economics, Public Administration, Medical Administration, Environmental Policy	100%	0%	95%
7th Batch	2008	20	Public Administration, Economics, Environmental Policy, International Relations	100%	0%	100%
8th Batch	2009	20	Public Administration, Economics, Environmental Policy, International Relations	100%	0%	100%
9th Batch	2010	15	Public Administration, Economics, Environmental Policy, International Relations	100%	0%	100%
10th Batch	2011	15	Public Administration, Economics, Environmental Policy, International Relations	100%	0%	100%
11th Batch	2012	15	Public Administration, Economics, Environmental Policy, International Relations	100%	0%	In Japan
12th Batch	2013	15	Public Administration, Economics, Environmental Policy, International Relations	100%	0%	In Japan
Total		228				

⁷ Calculation based on the information within traceable range as of January 2014.

In order to achieve the “development of young government officers” which is the objective of JDS, the appropriate appointments must be made during the selection of JDS participants. When the project started in Bangladesh, the applicants from private-sector were also eligible, but from the FY2007 Project (the 6th Batch), it has been limited to BCS Cadre officials⁸ and Bangladesh Bank Class-1 officers⁹ who are ranked in high class, and recruitment and selection are now focused on the development of the young government employees. After the introduction of New System, from the point of view of producing effects with the project, basically for four years placements in the same fields and of the same numbers should be continued, with the participants from the 9th Batch to the 12th Batch being recruited and selected in 4 fields such as “Public Administration,” “Economics,” “Environmental Policy,” and “International Relations.”

In addition, since the introduction of the New System, the recognition that “it is necessary to aim at the production of effect by creating a ‘critical mass,’ meaning a group of returned participants in high class with similar background without subdividing the fields of acceptance, and considering the characteristics of the horizontal mobility of government employees in Bangladesh, to be targeted by this project in order to effectively utilize the limited number of 15” has been shared between the Operating Committee members and in order to achieve a higher effect of the project, the Sub-Programs were set up (see Figure 1).

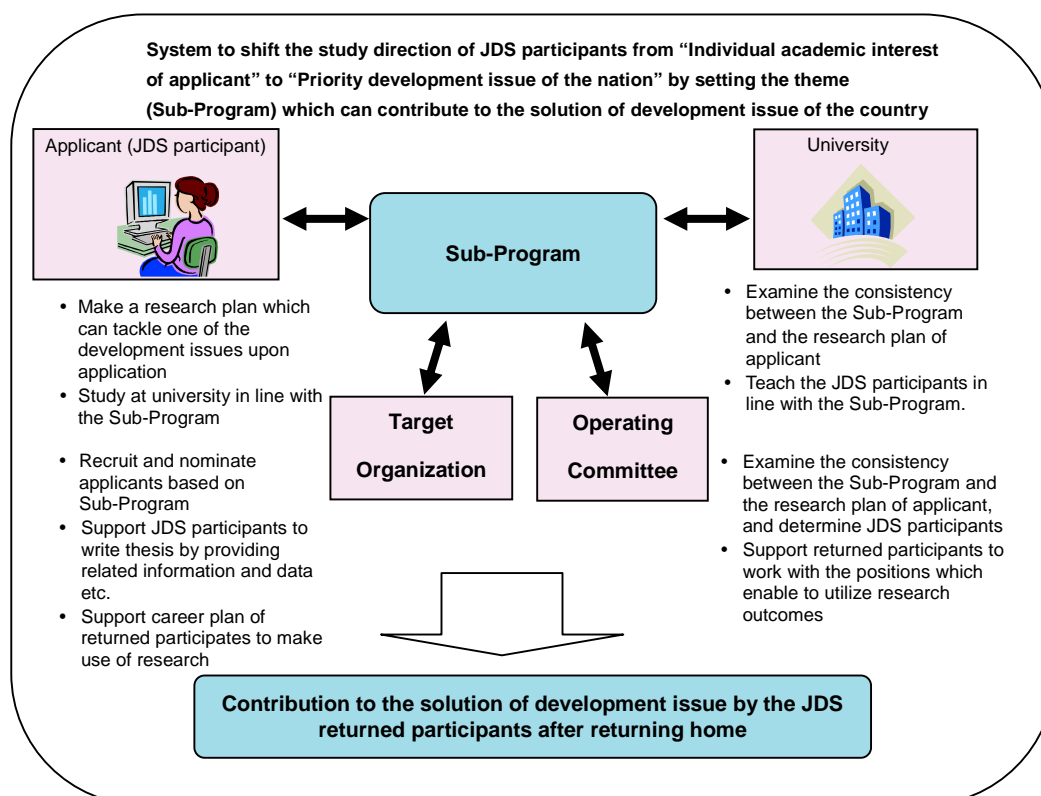


Figure 1: Structure of Sub-Program

⁸ This accounts for about 9% of the 1.07 million (as of 2012) total government employees in the Bangladesh Civil Service (BCS). BCS Cadre officials are a specialized, elite group that have passed the BCS Examination and work in core administration.

⁹ Class-1 officers belonging the Bangladesh Bank (the central bank) are considered to be public officers same as BCS Cadre officials.

In addition, with regards to the improvement of the retention rate after returning home which becomes a necessary condition in order for the young government employees who receive a training to contribute to solving the challenges of the social and economic development of their home countries, there have been discussions between the Operating Committee members. In this project, JDS participants submit a written pledge before they leave for Japan to the Economic Relations Division (ERD) of the Ministry of Finance, which carries out this project, stating to resume the posts as government employees and contribute to the development issues of their mother country after their return.

On the other hand, challenges for the project such as securing applicants with the qualities that match the field of acceptance and securing applicants that will be able to contribute with a high degree of probability after returning home and strengthening of matching the universities which will accept the applicants and their research plans, have been revealed.

1-1-2. Development Plan

Bangladesh formulated its First Poverty Reduction Strategy Paper (PRSP) in 2005, and then, after a year's extension, formulated the Second PRSP (NSAPR¹⁰2008/09–2010/11) during the 2008 caretaker government. This Second PRSP was revised in December 2009 following the establishment of the new government in line with the policies of the Awami League administration¹¹. In addition, to conform it with the Perspective Plan of Bangladesh 2010–2021, the formulation of the Sixth and Seventh Five Year Plans meant that starting with the Second PRSP, the role of the PRSP has been concentrated into the Five Year Plans¹².

(1) Vision2021

In the “Outline Perspective Plan for Bangladesh 2010–2021,” the mid-term goal created by the current administration based on its “Vision 2021” manifesto, by the year 2021 Bangladesh will have become a member of the middle-income nations thanks to high economic growth, as well as greatly reduce poverty, alleviate economic and social gaps, and move ahead with social development, creating a society that allows all citizens to enjoy the benefits of the lifestyle standards of middle income nations. In addition to achieving specific economic and social indicators, it also lists eight key issues. These are (1) improvement of governance; (2) support for creative people with the goal of bringing about “Digital Bangladesh,”; (3) creating a society easy for the weak to live in; (4) responding to issues related to globalization and regional cooperation; (5) ensuring food security and an economic growth that offers long-lasting benefits; (6) providing energy security for development and social welfare; (7) development of the infrastructure; and (8) alleviation of the effects of climate change.

(2) Five Year Plan

The vision laid out in the “Outline Perspective Plan for Bangladesh 2010–2021” is provided with methods for its implementation in the Sixth (2011–2015) and Seventh (2016–2020) Five Year Plans. In the Sixth Five Year Plan (2011–2015), with achievement of the vision and key policies of Vision 2021

¹⁰ National Strategy for Accelerated Poverty Reduction

¹¹ The Bangladesh Awami League, the ruling party led by the current Prime Minister, Sheikh Hasina.

¹² MOFA, Country Data Book for Bangladesh http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/kuni/12_databook/pdfs/02-05.pdf

and the MDGs in mind, specific goals to achieve by 2015 are set in the seven fields of “Production, Income Generation and Poverty,” “Human Resource Development,” “Water and Sanitation,” “Energy and Infrastructure,” “Gender Equality and Women Empowerment,” “Environmental Sustainability,” and “ICT.” In addition, it also locates governance as an important cross-cutting issue for smooth implementation of its projects.

As the Sixth Five Year Plan is positioned as aiming to achieve the current administration’s Vision 2021, it is assumed that any future administration changes¹³ could mean that the plan itself will be revised. However, while it assumed that the priorities and the policies or initiatives seen as important as individual goal achievement methods may change, it is also assumed that initiatives in the fields of education, health, safe water supplies, hygiene and gender equality will continue to be carried out to solve these issues, as aiming to achieve the MDGs by 2015, sustaining solid economic growth, moving ahead with job creation and reducing poverty, moving ahead with the development of infrastructure such as power and roads that form a bottleneck for economic growth and the development of a sustainable environment to deal with disasters and climate change will remain issues that Bangladesh must solve in the medium term.

The Sixth Five Year Plan includes an ambitious economic growth rate in order to enter the ranks of middle income nations in accordance with Vision 2021, and the creation of high quality jobs which will reduce poverty and correct gaps. However, if we look towards mid-term economic growth, then one major issue is whether Bangladesh can foster export-competitive industries that can drive this economic growth, aside from the two drivers of textile exports and remittances from workers living overseas that currently support the economy.¹⁴

1-1-3. Socio-economic Situation

The economy of Bangladesh has been affected by the European Financial Crisis for FY2012 (July 2011 to June 2012¹⁵), but still managed a 6.3% growth rate. Behind this is the stable expansion of textile exports and remittances from workers overseas, a relatively balanced industrial structure, and the stable growth of the agricultural sector. In addition, Bangladesh is a potential industrial base following China, Vietnam, etc., so its 160 million people are seen as a new market, and more and more Japanese corporations are setting up in the country.¹⁶

In other aspects, the major structural weakness of its dependence on textile exports and remittances from workers overseas means that the diversification of industry and the development of basic infrastructure such as power and roads are issues. Bangladesh is still a least developed country, with around 50 million people, or one person in three, living in poverty. In addition to the development of infrastructure noted earlier, it also needs to improve its governance and its weakness in the face of cyclones, floods and other natural disasters are the factors hindering its economic and social development.

¹³ In the General Election held on January 5, 2014, the lack of participation in the election by the opposition parties, led by the Bangladesh Nationalist Party (BNP), meant a landslide victory for the ruling Awami League, but the opposition are claiming that the election methods were improper, so the results are invalid, and election should be held again. This has created political confusion in Bangladesh.

¹⁴ JICA Country Analysis Paper: People's Republic of Bangladesh

¹⁵ Bangladesh's fiscal year is from July to the following June. Thus, FY2012 was from July 2011 to the end of June 2012.

¹⁶ Source: The Ministry of Foreign Affairs of Japan HP <http://www.mofa.go.jp/mofaj/area/bangladesh/index.htm>

In addition, the finances of Bangladesh are chronically in the red ¹⁷, and it is supplemented by overseas support and domestic bank loans, etc. This is due to the weakness of the government's revenue base and tax collection capacity and the deficit due to finances for inefficient state-owned enterprises.

Japan's support of Bangladesh strengthens our cooperative relations in the international arena through the promotion of positive bilateral relationships supported by the strong pro-Japanese feelings of Bangladesh since its independence, and contributes to the expansion of economic relationships such as future trade and investment. In addition, it is significant from the perspective of contributing to the stable development of South Asia by supporting the achievement of MDGs.

Outline of the Bangladesh Economy

Major industries: Clothing, textiles, agriculture

GDP: \$115.6 billion

(Bangladesh Bank, 2013)

Per capital GDP: \$765.5

Economic (real GDP) growth rate: 6.3%

(Bangladesh Ministry of Finance, FY2012)

1-1-4. Situation of Higher Education and Human Resource Development of Government Officials

(1) Situation of Higher Education

The educational system in Bangladesh is basically divided into five years of primary education, five years of junior secondary education, two years of higher secondary education, and what used to be three years of university but is now four years across the board.

There are 31 national universities and 54 private universities registered in Bangladesh. Looking at the financial plan of Bangladesh, the overall budget for education¹⁸ is 2.1% of the GDP, equivalent to 12.4% of the state budget. However, looking at the higher education budget alone shows that it remains at 0.12% of the GDP, or 0.88% of the state budget, which is a major gap between the budgets for primary and secondary education.

Issues for higher education include the lack of teachers in Master's level education, research facilities and equipment due to the weakness of the financial base caused by the aforementioned reasons, leading to a low level of higher education. In addition to this, the low levels of enrollment and attainment for primary and secondary education, which are development issues for Bangladesh, regional gaps, and the gap between men and women all mean that students who go on to higher education are no more than 6% of the applicable age group, which creates an issue of limited access to higher education.

For the long-term perspective, the Government of Bangladesh is developing policies to increase the enrollment rate for primary and secondary education as a national strategy, but it has no direct policies for higher education. The current state of Bangladesh education means that it will be hard to learn the

¹⁷ The budget deficit for FY2010 was 3.6% of GDP, for FY2011 it was 4.4%, and for FY2012 it was 5%.

¹⁸ Country Summary of Higher Education, World Bank (2009) Project Approval Document: Higher Education Quality Enhancement Project, Higher Education Strategic Plan 2006-2026

“advanced abilities and knowledge for running the state” that the government requires, so we believe that there is a point to promoting learning opportunities through the JDS project.

(2) System of Public Administration/Civil Service

Government employees in Bangladesh are broadly divided into (1) Officials in the Bangladesh Civil Service (BCS) Cadre (high class officials) and (2) Officers not belong to Cadre but hired independently by the ministries (specialists, researchers and assistants). The officers of governmental organization like the Bangladesh Bank is not, strictly speaking, part of the government civil service.

The administrative divisions of Bangladesh include the ministerial level, which are the policy decision-making organizations in the same way as they are in Japan, and the organizations under the Directorate, which are the implementing organizations. BCS Administration Cadre officials carry out general administration, so they move between ministries or between regional administrative organizations as administration officials. The Economic Cadre works on the project base, and is assigned to the Ministry of Planning and its umbrella organizations as well as the planning departments of other ministries.

The relevancy of BCS Cadre and its belonging ministries is as in Table 2.

Table 2: List of BCS Cadres in Bangladesh

	Cadre	Belonging Ministry
1	B.C.S (Administration)	Ministry of Public Administration
2	B.C.S (Agriculture)	Ministry of Agriculture
3	B.C.S (Ansar)	Ministry of Home Affairs
4	B.C.S (Audit & Accounts)	Ministry of Finance
5	B.C.S (Co-operative)	Ministry of LGRD and Co-operatives
6	B.C.S (Customs & Excise)	Ministry of Finance (Internal Resource Division)
7	B.C.S (Economic)	Ministry of Planning
8	B.C.S (Family Planning)	Ministry of Health and Family Welfare
9	B.C.S (Fisheries)	Ministry of Fisheries and Livestock
10	B.C.S (Food)	Ministry of Food and Disaster Management
11	B.C.S (Foreign Affairs)	Ministry of Foreign Affairs
12	B.C.S (Forest)	Ministry of Environment and Forest
13	B.C.S (General Education)	Ministry of Education
14	B.C.S (Health)	Ministry of Health and Family Welfare
15	B.C.S (Information)	Ministry of Information
16	B.C.S (Livestock)	Ministry of Fisheries and Livestock
17	B.C.S (Police)	Ministry of Home Affairs
18	B.C.S (Postal)	Ministry of Posts and Telecommunications
19	B.C.S (Public Health Engineering)	Ministry of LGRD and Co-operatives
20	B.C.S (Public Works)	Ministry of Housing and Public Works
21	B.C.S (Railway Engineering)	Ministry of Communication
22	B.C.S (Railway Transportation and Commercial)	Ministry of Communication
23	B.C.S (Roads and Highway)	Ministry of Communication
24	B.C.S (Statistical)	Ministry of Planning
25	B.C.S (Taxation)	Ministry of Finance (Internal Resource Division)
26	B.C.S (Technical Education)	Ministry of Education
27	B.C.S (Tele-communication)	Ministry of Posts and Telecommunications
28	B.C.S (Trade)	Ministry of Commerce

(3) Situation of Target Priority Area / Development Issue and Human Resource Development in the Administrative Organizations

The civil service system in Bangladesh has long suffered from the problems of excessive centralization of authority, a lack of civil service ethics, inefficient human resources system management, low transparency and others, and the Government of Bangladesh considers reforming the civil service system an issue of high priority. In 2003, the government created PATP¹⁹ as a measure for training government employees, working on improving training fields, needs assessment, ways to use training once completed, enhancing training organizations and other comprehensive improvements. While these have shown some results, improving the awareness of government employees and improving their work still remain issues. This is why Japan launched the “Project for Enhancing Capacity of Public Service Training in Bangladesh,” a Technical Assistance project, in 2007, and provided training at BPATC²⁰, Bangladesh’s apex training institution, for Total Quality Management (TQM) for government employees at the central level. In 2010, the “Project for Improving Public Services through Total Quality Management” started and it aims to expand TQM at the local (regional) level and ensure it adapts there. At present, BCSAA²¹ is another government employee training institution in addition to BPATC. While BPATC is available for all BCS Cadre officials who are executive candidates, and officials from different ministries can all study together under one roof, BCSAA is only for BCS Administration Cadre officials under the direct jurisdiction of the Ministry of Public Administration, which is responsible for the human resources management of government employees, and in particular younger or middle-aged officials, with a focus on human resources development.

While these trainings institutes do exist, the Government of Bangladesh currently lacks the capacity to tackle the issues it should, in terms of the officials, organizations, systems and finances for government organizations and related ministries. In the Sixth Five Year Plan, the explanation of the issues for each sector emphasizes throughout the importance of human resources development. Human resources development in the above fields will continue to occupy a key position in promoting development planning for the above fields in Bangladesh.

In addition, the Government of Bangladesh has, based on an agreement with Japan, started a scholarship program to develop BCS Cadre officials by using the debt-reduced budget (JDCF²²) in 2009. This also shows that the government places considerable importance on strengthening the training of BCS Cadre officials (See Table 3).

¹⁹ Public Administration Training Policy

²⁰ Bangladesh Public Administration Training Centre

²¹ Bangladesh Civil Service Administration Academy

²² The return of the debt of ODA Loan was exempted, and the Government of Bangladesh and Japan agreed to utilize its fund for the contribution to poverty reduction and socio-economic development in Bangladesh.

Table 3: Scholarship Program from the Bangladesh Government Budget

Ministry in charge	Ministry of Public Administration
Objective	Strengthening government functions through strengthening the abilities of BCS Cadre officials
Period	2009 to 2016 ²³
Area	Master's ²⁴ or Diploma courses in Public management and policy / Development / Environment / Economics / Fiscal management / ICT / International law, etc.
Target	BCS Cadre officials (Administration Cadre: 70%, Other Cadres: 30%) The upper limits for the Master's course is 95 persons per year, and 35 persons per year for the Diploma course ²⁵
Requirement	Master's course: age 40 or less, Diploma course: age 45 or less
	Bachelor's degree holder and a CGPA of 2.50 or higher
	IELTS 6.0 or higher
	20% of places are reserved for women

1-2. Background and Overview of the Grant Aid

In 2012, Japan and Bangladesh celebrated 40 years since the establishment of diplomatic relations in 1972. Since then, Japan has maintained a friendly relationship with Bangladesh, actively helping the country's initiatives for economic development, and is Bangladesh's biggest donor country for bilateral cooperation projects. The Jamuna Multipurpose Bridge Project, which was by ODA yen loan, is featured on the Bangladesh 100 taka note and the 5 taka coin. The people of Bangladesh have very strong pro-Japanese feelings, and look to Japan for economic cooperation.

Bangladesh is an Islamic moderate democracy at the crossroads of South Asia and Southeast Asia, and as an advocate of the South Asian Association for Regional Cooperation (SAARC), it plays an important role in the stability and economic development of the South Asian region. Supporting Bangladesh is significant in terms of contributing to the expansion of economic relations such as future trade and investment, and the strengthening of cooperative relations in the international arena through promoting good bilateral relations supported by the strong pro-Japanese feelings Bangladesh has had since its independence; and, in addition, of contributing to the stable development of the South Asia region through supporting Bangladesh's attainment of its MDGs²⁶.

The Country Assistance Policy for Bangladesh and Project Development Plan (June 2012)²⁷ set priority areas (medium objectives) of "Accelerating inclusive economic growth" and "Overcoming social vulnerability" under the basic principle (major objective) of "Accelerating sustainable economic growth with equity and bringing people out of poverty towards becoming a middle-income country" (See Figure 2).

²³ An application for extension to 2017 has been made.

²⁴ The amount of scholarships covers approx. one year, so applicants tend to select the Master's course for one year study overseas.

²⁵ An application has been made for 50 Master's course students and 20 Diploma course students per year.

²⁶ MOFA, Country Data Book for Bangladesh http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/kuni/12_databook/pdfs/02-05.pdf

²⁷ <http://www.mofa.go.jp/mofaj/gaiko/oda/seisaku/houshin/pdfs/bangladesh-1.pdf>

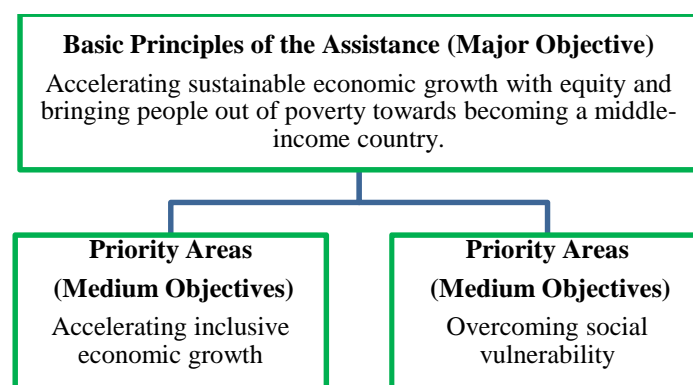


Figure 2: Country Assistance Policy for Bangladesh

JDS, which started in Bangladesh in 2001, is contributing to strengthen administrative organizations through the human resources development of administration officials as a project that contributes to the issue of “improvement of administrative abilities” in the above “Overcoming social vulnerability” area.

1-3. Trend of the Japanese Official Development Assistance (ODA)

To bring about a society where all citizens can share in the benefits of a middle income nation lifestyle by 2021, the Government of Bangladesh included “accelerating economic growth and reducing poverty” in its Sixth Five Year Plan (2011–2015), placing emphasis on job creation, fostering industry, improving governance and spreading the provision of social services. Japan is supporting these initiatives to vitalize Bangladesh’s economic activities and overcome its social vulnerabilities in order to help it escape from poverty and grow through sustainable and fair economic growth.

For Bangladesh, Japan was its top donor country competing with other countries in bilateral aid until 2009, but as shown in Figure 3, since 2010, we have now won out over other countries to become the top donor. In addition, in 2011 our economic cooperation for Bangladesh was \$7.46 million or 66% of the total.

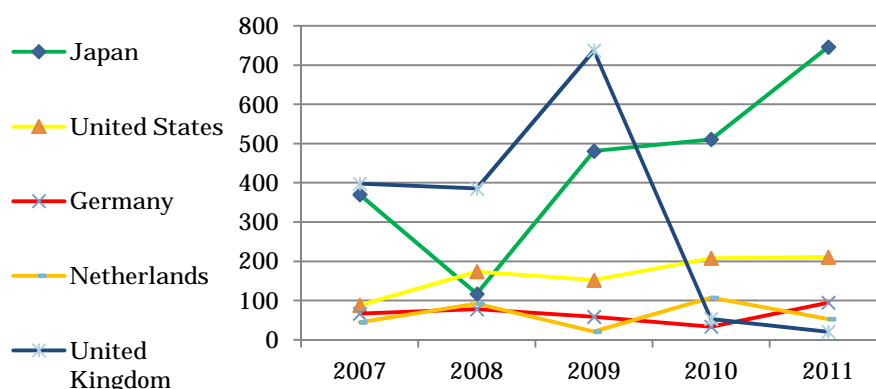


Figure 3: Economic cooperation performance of foreign countries to Bangladesh²⁸

²⁸ OECD Stat Extracts “<http://stats.oecd.org/Index.aspx?DataSetCode=CRS1>”

Table 4 Record of Japanese Official Development Assistance²⁹

Unit: billion yen

Aid Scheme	FY2007	FY2008	FY2009	FY2010	FY2011	Total
Yen Loan	42.956 (13.58)	39.749 (61.747)	38.792	—	59.969	779.273
Grant Aid	2.557	4.273 (0.002)	2.765 (0.03)	1.649	1.268 (0.132)	470.173 (0.164)
Technical Cooperation	2.177 (1.641)	3.049 (2.19)	3.376 (2.503)	3.634 (2.411)	2.904	61.449

Note 1 Fiscal year divisions are based on the Exchange of Notes (E/N) for yen loans and grant aid, and on budget years for technical cooperation.

Note 2 The amounts are based on the E/N for yen loans and grant aid and on the results of JICA fees and the results of the technical cooperation fees for the various ministries and prefectures. However, of the grant aid which is donations via international organizations (posted as numbers included in the overall total inside the parentheses starting in FY2008 result) are as a rule posted based on the E/N and items that do not have an E/N are posted based on the date the item was approved or the date the money was transmitted. Grant assistance for grassroots human security projects, Grant aid for Japanese NGO's projects and Grant assistance for cultural grassroots projects are based on the donation contract.

Note 3 The cumulative total for yen loans does not include debt rescheduling or debt forgiveness. The figures inside the parentheses are the amounts of debt forgiveness.

Note 4 Technical assistance for FY2007 to FY2010 is the results of technical assistance projects for Japan overall, and the figures inside the parentheses are the results for the technical assistance projects run by JICA. Note that as the results for Japan overall for FY2011 are still being posted, only the results by JICA are shown, and the cumulative total is the cumulative total for technical assistance projects run by JICA.

Note 5 Some cumulative totals may not match due to rounding errors.

The following are similar projects for studying abroad targeting Bangladesh by the Japanese government.

(1) The Japanese Government (MEXT) Scholarship

This system was established in fiscal 1954 and students have been accepted from Bangladesh since East Pakistan era in 1955. At present “Research students,” “Undergraduate students,” “College of technology students,” “Special training college students,” “Japanese studies students,” and “Teacher training students” are being accepted and “Research students” are at the postgraduate level. There is no “Japanese studies students” from Bangladesh in the past.

- 1) Objectives: To promote the international cultural exchange between Japan and other countries, promote mutual friendship and goodwill, while contributing to the development of human resources in other countries
- 2) Field of study: A field that is related to the field of study at the university, and can be studied in Japan.
- 3) Language used: Generally Japanese
- 4) Length of study: Standard course period (the time required to complete the standard course of studies)
- 5) Main qualifications and requirements:

²⁹ MOFA, Country Data Book for Bangladesh http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/kuni/12_databook/pdfs/02-05.pdf

(Age): 35 or younger

(Academic background): At least Bachelor degree (or equivalent and above) is required.

(Work experience): No experience required

- 6) How to select candidates: System of recommendation by Japanese diplomatic establishments abroad, system of recommendation by universities
- 7) Number of accepted participants: Since participants were started to be accepted in 1955, a total of 2,739 research students has been accepted (for details refer to Table 5)

Table 5: Number of participants from Bangladesh in the Japanese Government (MEXT) Scholarship program³⁰

Year	1955to2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Total
Participants (No. of persons)	1,614	119	123	134	128	108	121	116	83	78	115	2,739

- (2) Young Leaders Program (YLP) (Ministry of Education, Culture, Sports, Science and Technology: MEXT)

In addition to the scholarship “(1) The Japanese Government(MEXT) Scholarship, there are Scholarship Programs provided by MEXT are Asian Youth Fellowship (AYF) and Young Leaders Program (YLP) .

The Young Leaders Program is a graduate-level scholarship program established in fiscal 2001, and the participants from Bangladesh have been accepted since 2008.

The system is classified into five accepting courses.³¹ All courses offer one year of study, after which a Master’s degree will be given by the accepting university. Students from Bangladesh are accepted into two accepting courses: “the Administration Course” and “the Medical Administration Course.” Details of YLP are as follows.

For Bangladesh overall, about one to four students are sent each year. For the past six years, since FY2008, a total of 13 students accepted overall.

- 1) Objectives: To invite young government employees, etc. that are expected to play an active role as future national leaders in Asian countries to Japan, to create a human and intellectual networks of leaders, etc. of countries throughout the world by deepening the understanding

³⁰ Source: Information received from the Embassy of Japan in Bangladesh

³¹ The five accepting courses are as follows: Starting from FY2001, (1) the Administration course (National Graduate Institute for Policy Studies (GRIPS)), (2) the Business course (Graduate School of International Corporate Strategy, Hitotsubashi University) and (3) the Law course (Graduate School of Law, Kyushu University), and, added from FY2003, (4) the Local administration course (Graduate School of International Cooperation Studies, Kobe University *GRIPS until FY2007) and (5) the Medical administration course (Graduate School of Medicine, Nagoya University)

of Japan, and to contribute to the construction of friendly relations between countries including Japan and the improvement of policy formulations functions.

- 2) Fields of study: Public Administration, Business, Law, Local Administration, Health Administration
- 3) Language used: English
- 4) Length of study: 1 year (Master's course)
- 5) Main qualifications and requirements:
 (Age): below 40 years old (As for business course, below 35 years old)
 (Academic background): At least Bachelor degree (or equivalent and above) is required.
 (Work experience): Actual work experience or young government employee
- 6) How to select candidates: based on recruitment, 1st selection, recommendation by the recommending authorities³² of the target country, 2nd selection by accepting universities, and final decision by the YLP committee organized by MEXT
- 7) Number of accepted participants: For Bangladesh overall, about one to four students are sent each year under the YLP. For the past six years, a total of 13 students accepted overall (See Table 6).

Table 6: Number of accepted participants in the YLP from Bangladesh³³

Year	2008	2009	2010	2011	2012	2013	Total
Participants (No. of persons)	1	1	4	2	2	3	13

1-4. Trend of Other Donor's Aid

The donors that are implementing similar scholarship programs in Bangladesh are Australia, Canada, England, etc. from European countries and South Korea, Singapore, Thailand, etc. from Asian countries as shown in Table 7. Although all the programs are grant aid, the objectives, targeted applicants, etc. are different for each project and like the JDS project for human resource development which target mainly government employees are also provided.

Although acceptance capacities and areas and recruitment requirements differ among respective scholarship programs provided by donors in respective countries, the areas offered are mainly those in the social sciences, like JDS in Bangladesh. In scholarship programs aimed at government employees like these, while the Ministry of Public Administration and the Ministry of Education in Bangladesh are set as the ministries that play the major roles, in JDS, the ERD, which is the foreign aid

³² Recommending authorities in respective countries (such as Personnel Agency, Ministry of Commerce, Ministry of Internal Affairs, Ministry of Health)

³³ Source: information received from the Embassy of Japan in Bangladesh

coordinator, plays the same role. In the effective linking and promotion of comprehensive and multifaceted aid by Japan, there is a clear distinction with other scholarships.

Table 7: Scholarship Programs Provided by Other Donors³⁴

Donor	Australia	Program Name	Australia Awards Scholarships (former ADS Program)
Objective	Provide knowledge and skills that contribute to resolving long-term development issues facing countries of participants		
Areas	(Master's course) Agriculture and development of agricultural village/Health/Infrastructure/Laws		
Target	Public officers (Approx. 20 students per year), Private sector (Approx. 30 students per year)		
Requirement	Bachelor's degree holder, Aged 42 or less Public sector applicants: Two- or more year work experience at governmental ministries or agencies Open category: Minimum three-year work experience in related area * Public officers and governmental organization staff members are eligible to apply for the program under the category of either "Public sector" or "Open category."		
Donor	Canada	Program Name	Programme de bourses de la Francophonie
Objective	This is a scholarship program designed to develop institutional capacities through providing training courses to people in 37 French-speaking developing countries. The objective of this program is to contribute to sustained growth of these countries through (i) providing training programs to technical and vocational training instructors; (ii) enhancing capacities of universities in areas of education and researches; and (iii) developing experts and managers in public and private sectors.		
Areas	(Master's course/Engineering college) Education/Health sciences/Agriculture, etc.		
Target	Public officers and private employees (including NGO members) (Approximately 10 students per year)		
Requirement	Bachelor's degree holder, Aged 35 or less, Command of English and French		
Donor	United Kingdom	Program Name	Commonwealth Scholarship and Fellowship Plan
Objective	Give citizens of other Commonwealth nations scholarships and chances to create their careers		
Areas	(Master's course/Doctoral course)		
Target	Public officers and private sector (40 to 60 students per year)		
Requirement	16 years of education, Aged 40 or less		
Donor	France	Program Name	Scholarship offered by the French Government
Objective	Develop skills of students through the scholarship program		
Areas	(Master's course/Doctoral course) Engineering/Education and linguistic science/Architecture and archaeology/Health/Economy/Tourism and journalism/Agriculture, etc.		
Donor	Singapore	Program Name	Master of Public Administration Program, Lee Kuan Yew School of Public Policy, National University of Singapore
Areas	(Master's course) Public administration/Public policy/Public management		
Target	Public officers		
Requirement	Bachelor's degree holder, at least 5 years work experience (at least 14 years of work experience for Public management)		
Donor	South Korea	Program Name	KOICA Scholarship program
Objective	Train human resources by target nations		
Areas	(Master's course/Doctoral course) Development/Economic development cooperation program of South Korea/Women's studies/Agriculture and development studies, etc.		
Target	Public officers and researchers (13 students per year)		
Requirement	Bachelor's degree holder		
Donor	Thailand	Program Name	TICA Scholarship
Objective	Improve the educational standards of the Asian region and improve bilateral relations		
Areas	(Master's course/Doctoral course) Economics/Environment		
Target	Public officers (3 students per year)		
Requirement	At least 3 years of work experience, Aged 40 or less		

³⁴ Source: Ministry of Public Administration and Ministry of Education

Chapter 2. Contents of JDS

2-1. Outline of JDS

As stated in Section 1-1-1, the Japanese Grant Aid for Human Resource Development Scholarship Project is the project for acceptance of international students by grant aid and was launched in fiscal 1999 as part of the “100,000 International Students Plan” of the Japanese government, with the aim of developing human resources who can play core roles in the formulation and implementation of social and economic development policies in developing countries.

At the beginning of the JDS project, the project focused mainly on capacity development of individual participants. However, since 2009 as the JDS New System, the project aimed at administrative capacity development of each country and targeted those who have potential to be policy-maker to solve issues of each country. Therefore, the feature of the New System is focusing on development of human resources whose duties are closely related to the target propriety areas (called Sub-Programs in the 2nd Phase as well as the 1st Phase of the New System) determined by the target country based on discussion with related organizations of Japanese side, differing from former scholarship programs that support individuals for overseas study.

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

In Bangladesh, while “International Relations” in the former Phase was removed from the Sub-Program setting in the JDS framework, in consideration of the horizontal mobility of public officials between governmental ministries, and to ensure that policy-making capacity can be increased widely, it has been concentrated in the Sub-Program on “Administrative capacity improvement” and five Components that correspond to the various development issues have been set (see Table 8).

Table 8: Framework in New System of JDS in Bangladesh

The 1st Phase of the New System

Sub-Program	Component	Target
1.Advancement of Governance	1-1 Public Administration	BCS Cadre Officials
	1-2 Economics	BCS Cadre Officials Bangladesh Bank Class-1 officers
	1-3 Environmental Policy	BCS Cadre Officials Bangladesh Bank Class-1 officers
2.Internatioanl Relations	2-1 International Relations	BCS Cadre Officials

**New
Component**

The 2nd Phase of the New System

Sub-Program	Component	Target
Administrative capacity improvement	1-1 Development of Capacity for Public Administrative Government	BCS Cadre Officials
	1-2 Development of Capacity for Economics Planning and Policy	BCS Cadre Officials Bangladesh Bank Class-1 officers
	1-3 Development of Legal Capacity and Planning	BCS Cadre Officials
	1-4 Development of Capacity for Urban and Rural Planning and Policy	BCS Cadre Officials
	1-5 Development of Capacity for Public Finance and Investment Management	BCS Cadre Officials Bangladesh Bank Class-1 officers

2-1-1. Implementation System of JDS

(1) Operating Committee

As for the implementation system of JDS, the implementation system, functions and roles of the Operating Committee were explained at the on-site meeting of the Preparatory Survey (based on Appendix 4), which started September 2013 and approved by the Government of Bangladesh. At the meeting, the ERD was chosen as the Chair of Operating Committee, based on the achievements in the past 4 years and the roles ERD plays in the Government of Bangladesh. The ERD is the foreign aid coordinator for economic cooperation for Bangladesh, and in the 1st Phase, it played a central role in the project overall, including the recruitment and selection of JDS participants, so it is expected to continue to play an active role (see Figure 4).

The Operating Committee consists of Bangladeshi committee members (ERD, Ministry of Public Administration, Ministry of Planning, and Ministry of Education), and Japanese committee members (Embassy of Japan(EOJ), and JICA Bangladesh Office), and it was agreed that the Operating Committee would discuss on implementation and operation of JDS as in the 1st Phase.

The functions and roles of the Operating Committee are, based on the JDS Operating Guidelines, as follows:

- (a) Participation in the conference for the formulation of this project plan in the Preliminary Survey:
 - To set the priority areas (Sub-Programs) and development issues (Components) based on the Bangladeshi national development plan, policies of Japan's Country Assistant Policy for Bangladesh.
 - To select the ministries of Bangladeshi Operating Committee, which are deeply related to Sub-Program and expected to directly contribute to solution of the issues as Managing Organizations, and to encourage them to cooperate in the formulation of the Basic Plan for the Sub-Program (four-year plan of JDS).
 - To formulate the Basic Plan for the Sub-Programs through the discussion among Managing Organizations, Target Organizations and Accepting Universities.
- (b) To select JDS participants from the candidates:
 - To cooperate for smooth selection after deciding the selection policy in the Operating Committee.
 - To implement the 3rd selection (Comprehensive Interview) and decide/approve the final successful candidates in the Operating Committee.

- (c) To encourage the recipient country in utilization of JDS returned participants and following up them:
- To consider how to utilize JDS returned participants effectively and follow them up to make full use of the project.
- (d) To review other matters related to the management and implementation of this project:
- To consider other matters necessary for operating and managing the project

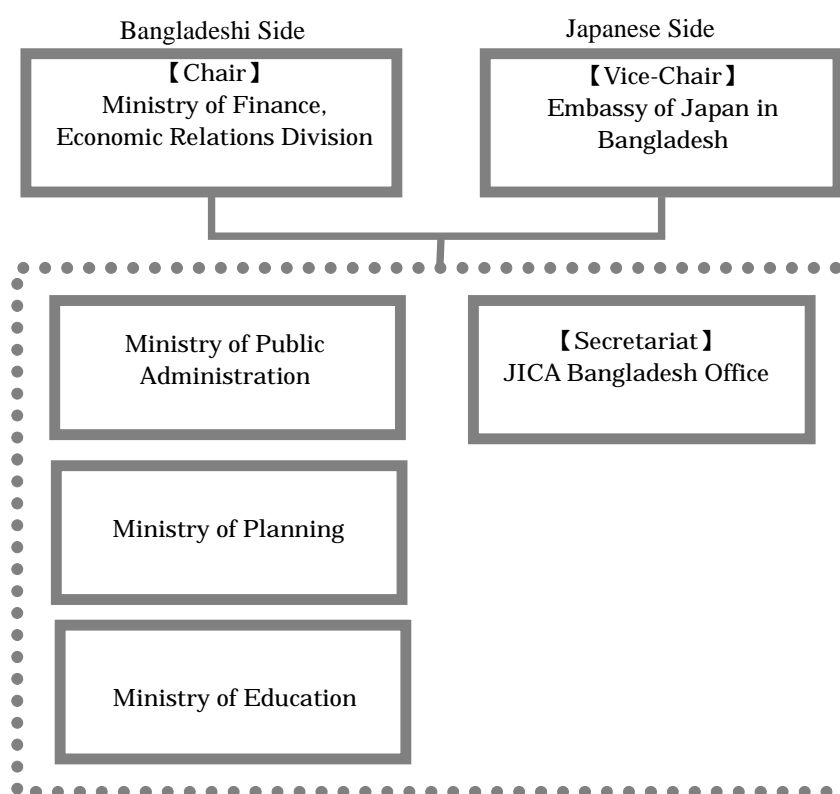


Figure 4: Operating Committee of Bangladesh

(2) Managing Organization and Target Organization

Under the New System, the administrative agency which is deeply related to the relevant development issue is set as Target Organization in Sub-Program, and the applicants are limited to the BCS Cadre officials and Bangladesh Bank Class-1 officers who belong to those Target Organizations in order to intensively develop the targeted human resource. Further effect of JDS is aimed by giving a certain direction at the stage of recruitment, the entrance of project.

The Managing Organization is expected to take a major role in the formulation of the Basic Plan for Sub-Programs and the discussion with the Accepting Universities in each Component, promote the application, and demonstrate ownership in each Component to strengthen relationship with the

Accepting Universities. In the selection of Managing Organization, since among the leading governmental ministries in the 1st Phase, there were some that were not able to send candidates with sufficient qualifications, and as the organic linkages with the Sub-Programs were limited, in this Preparatory Survey an agreement was reached that the ministries of the Operating Committee on the Bangladeshi side would be in charge of Managing Organizations with the goal of drawing out more proactive involvement in this project.

The Target Organizations in the New System of JDS are selected on the basis of being closely connected with the Sub-Programs and expected to directly contribute to solving its problems, based on the perspective of “Selection and Concentration” and after collecting information on the functions of those ministries. However, in Bangladesh, due to the unique civil service system in which government employees are moved horizontally between ministries, designated Target Organizations cannot be set as it will not lead to links with organizational enhancement of the Target Organizations that are closely connected with the Sub-Programs, so BCS Cadre officials and Bangladesh Bank Class-1 officers who play important roles at the policy implementation level are positioned as Target Organizations, a public recruitment system is used, and this Preparatory Survey was also followed.

And also, the Supplementary Survey of the Target Organizations was conducted with the questionnaires shown below, in order to find actual situation [necessity of human resource development in priority area/development issue in the Target Organization, the roles, number of employees (breakdown by job class) of the Target Organization, the number of potential JDS candidates in the Target Organization (e.g., number of employees who meet qualifications and requirements, information on English proficiency) and others] of Target Organizations in Sub-Program/Component selected.

(a) Method of Supplementary Survey

After the Preparatory Survey started in the middle of August, the questionnaires were sent to the Managing Organizations and the organizations which were considered as candidate Target Organizations and asked for responding to the questionnaires. The hearing on (b), collection of questionnaires and follow-ups were also carried out by individual visits and/or by telephone to Target Organizations during the period of accepting candidates.

(b) Contents of Supplementary Survey

- 1) Roles of organization, issues, needs of human resource development
- 2) Possibility of potential candidates (e.g., number of permanent employees, number of employees who meet age requirements)
- 3) Possibility that a person can come back to the former position after returning home, and expected level of contribution, availability of opportunities for training and scholarship by other donors
- 4) Comment and request for JDS

(c) Organizations Surveyed

The Supplementary Survey was conducted 10 main Target Organizations, with questionnaires and by individual visit. The 8 organizations responded to the questionnaires.

(d) Summary of the Results of Supplementary Survey

1) Roles of organization, issues and needs of human resource development

As shown in Appendix 7, the roles/requirements of each Target Organization, the development issues and the needs of human resource development and others were clarified, and it was found that many Target Organizations share the development issues in the organization and that the needs of human resource development for the solution are clearly shown.

As for the setting of Sub-Program, the range was found broad enough to cover the development issues and the needs of human resource development of each Target Organization, and the relevance of its setting was confirmed.

2) Availability of Potential Candidates

According to the Survey results, there is a high need for overseas scholarships and government employees to train overseas, there are a large number of scholarships from other donor countries, and there is competition for candidates among these donors. Potential candidates are not limited to BCS Cadre officials and Bangladesh Bank Class-1 officers and some other Target Organizations equivalent to examples in other countries, giving a relatively wide pool of targets, so it has been confirmed that the number of potential candidates is above a certain level. However, it was confirmed that the Ministry of Shipping in the Component “Development of Legal Capacity and Planning” that were initially set, has a large number of non-cadre officials that are not part of BCS Cadre. In addition, in the Ministry of Industries in the Component “Development of Capacity for Urban and Rural Planning and Policy,” there are only five BCS Cadre officials in total who could become candidates, an extremely limited number as a Target Organization.

3) Possibility to Return and Contribute after Returning Home, Opportunity of Training/Scholarships by Other Donors

According to the questionnaire survey given to returned participants, the retention rate for returned participants in the Old System is 81%, but in the New System, targeting high class officials of BCS Cadre and Bangladesh Bank, 95% of them returned to the same belonging ministries and organization (as of January 2014). In JDS Bangladesh, as the written pledge that participants submit before leaving for Japan requires them to work for two years after their return, they are not allowed to move up to the Doctoral course of the university. There

have been some returned participants who have served the requisite number of years back at work and then gone on to obtain a doctoral degree in another country such as Japan or Australia.

To increase the possibilities of contributing by returned participants, and in light of the cross-ministerial horizontal movement of government employees in Bangladesh, it is vital to have the understanding and cooperation of the organizations to which JDS participants belong. When hearings were conducted with the Overseas Training Division of the Ministry of Public Administration, which is responsible for the human resources of BCS Cadre, regarding the utilization of returned participants and their suitable placement once they had returned, the placement of the right person in the right post has been considered since 2012, and for JDS returned participants in particular, they would submit materials after their return showing their field of study, department they wished to work and the reasons, and so the appropriate posting could be considered. However, if there were no openings in the post where they were suited for or wished to be, they could be assigned temporarily to a few months of training or another posting, then move to a department that was in line with their study field a year or two later.

In the local discussions, it was confirmed that monitoring and ex-post evaluation for returned participants were largely conducted by the Government of Bangladesh, and in particular, it can be expected the necessary approaches by the Government of Bangladesh to Target Organizations and monitoring of the situation for returned participants. In addition, as noted below in “2-5. Follow-ups of the Project,” it is important that concerned authorities related to JDS, including the Operating Committee, accepting universities and the returned participants, follow up on the returned participants organically.

Regarding the training and scholarship opportunities from other donors, as already noted in “1-4. Trend of Other Donor’s Aid,” while there are wide gaps between the different ministries, it was able to confirm the high levels of understanding, interest and the needs of the Target Organizations in general towards human resources development for officials.

(3) Accepting Universities

In the New System, Accepting Universities are expected to play a role to achieve the project objective as partners on the project implementation from the technical point of view by participating in the Preparatory Survey and implementing the Special Program described later. Therefore, the selected Accepting Universities are fixed for the next four years in principle and expected to tackle the concerned development issues continuously and systematically.

(a) Determination of Accepting Universities

Prior to the Preparatory Survey, JICA presented proposed target priority areas/development issues³⁵ of JDS Bangladesh to the universities having previously accepted the JDS participants or other universities wishing to accept the participants, and asked each university to submit the questionnaires regarding the concerned country or issues which they wish to be involved. As a result, 16 questionnaires in total were submitted from 15 graduate schools of 16 universities.

JICA Financial Cooperation Implementation Department and JICA Bangladesh Office evaluated the contents of the questionnaires from respective universities and the experience of accepting international students including the JDS participants and others based on the evaluation guideline³⁶. After that, in the Preparatory Survey, JICA Bangladesh Office presented the proposals (short list) universities in each Component to the Government of Bangladesh and the Accepting Universities were finally selected after discussion between the survey team and the Operating Committee (see Table 9).

Table 9: Accepting Universities in Bangladesh

Sub-Program	Component	University	Graduate School
Administrative capacity improvement	1-1. Development of Capacity for Public Administrative Government	Yamaguchi University	Graduate School of Economics
		Meiji University	Graduate School of Governance Studies
	1-2. Development of Capacity for Economics Planning and Policy	Hitotsubashi University	School of International and Public Policy
		Ritsumeikan University	Graduate School of Economics
	1-3. Development of Legal Capacity and Planning	Kyushu University	Graduate School of Law
	1-4. Development of Capacity for Urban and Rural Planning and Policy	University of Tsukuba	Graduate School of Life and Environmental Sciences
	1-5. Development of Capacity for Public Finance and Investment Management	International University of Japan	Graduate School of International Relations

³⁵ They are a list of the background of issues, associated JICA programs and identified needs in the JDS corresponding to the target priority areas of the target countries determined based on the result of the discussion between JICA and the target country.

³⁶ Evaluation guideline of Questionnaire for Accepting Universities: Scoring the evaluation points by the item of the questionnaire, JICA Headquarters (Financial Cooperation Implementation Department), and JICA Bangladesh Office evaluated the questionnaires. The contents of Questionnaire submitted by the university include: (1) Maximum number of acceptable JDS participants per year; (2) Principle policy of the project; (3) Contents of the program/Curriculum; (4) Support and teaching system in the university/course; (5) Achievements and lessons learned from past acceptance for JDS participants; (6) Accepted foreign students other than JDS; and (7) Research/Cooperation performance on the development issues, etc.

(b) Discussion and Exchange Views with the Government of Bangladesh

In the New System, Accepting Universities are expected to arrange the acceptance system and curriculums/programs suitable for the issues which the target country is confronting and direct the research toward one based on the actual situations and needs of the country by actively and positively taking part in JDS from the stage of planning and survey. And they are expected to increase possibility to give the outcomes of research/study back to society in the future and further to promote the effectiveness of JDS. To select JDS participants, therefore, faculty members of Accepting Universities will be dispatched to Bangladesh to interview candidates and at the same time it is planned to have opportunity to exchange opinions with the concerned parties on JDS including the Operating Committee and Target Organizations. The following are the objectives of exchanging opinions:

- To share perceptions of the issues and the measures for human resource development of the target country through the exchange of opinions with the concerned parties
- To reflect perception of Accepting Universities to the Basic Plan for the Sub-Programs through selection of the 1st Batch candidates in the 2nd Phase and exchange of opinions with the concerned parties
- To obtain information on the situations of the concerned issues and the needs for human resource development so that Accepting Universities can plan and formulate the program (Special Program³⁷) specially organized for the Sub-Programs/Components of the country.

Through the exchange of views between the Accepting Universities and the concerned parties on JDS, Accepting Universities will be able to understand the issues and the needs of human resource development under the Sub-Programs/Components, and the background of the Target Organizations and candidates, which allows the Accepting Universities to consider appropriate curriculum and accepting system. Further, acceptance of JDS participants for four straight years is anticipated to turn to an occasion to establish the long-term collaborative relationship with the target country and Target Organizations.

(c) Acceptance of JDS Participants and Support for Utilization after Return Home

In the New System of JDS where universities accept the JDS participants under the single Sub-Program from the target country for four years, Accepting Universities are expected not only to guide/teach the participants based on the existing curriculum and programs but to offer the

³⁷ The Special Program is a combination of the “Contract Research” established in the Old System and the “Research Activity Facilitation” set in the New System, conducted with additional fees provided to Accepting Universities apart from the tuition fees. The “Contract Research” includes special courses or seminars to offer the JDS participants the direct additional values in addition to the existing courses offered by the university. On the other hand, the “Research Activity Facilitation” refers to the course that offers programs specializing in the development issues of the target country. To implement the Special Program, Accepting Universities are requested to submit the activity plan and implementation plan, and its implementation will be confirmed after the approval by the government of the target country.

Special Program appropriate for the concerned issues of the country consistently at three stages of before/during/after their overseas study³⁸. The purposes of the Special Program are as follows:

- To allow the JDS participants to acquire practical knowledge and experience through introduction of more practical and detailed cases in order to solve the issues corresponding to the Sub-Program of the country, and
- Through the activities offered as the Special Program, to allow the JDS participants or the Target Organization to establish the network with Japanese and foreign researchers and/or organizations that contributes for future activities.

2-1-2. Basic Plan for the Sub-Programs

Through the discussion of the Preparatory Survey, target priority area (Sub-Program) and development issues (Components) on JDS were selected, sufficiently considering the consistency with the national development plan in Bangladesh, Japan's Country Assistance Policy, and ongoing JICA's projects. Based on the Supplementary Survey of Target Organizations in the Preparatory Survey and questionnaires submitted from those Accepting Universities, the Basic Plan for Sub-Programs (draft) were respectively formulated (see Appendix 6). The final plan for the Basic Plan was formulated after the discussion between faculty members of Accepting Universities and the Target Organizations in Bangladesh during the Technical Interview in the selection process.

In the Basic Plan for the Sub-Programs, a four-year project (four batches included), which consists of the Target Organizations to dispatch JDS candidates, Japanese Accepting Universities, the number of JDS participants and expected outcomes on the Sub-Program/Components, is formulated as package. It is expected to improve the abilities of the core human resource in policy-making and project management, and further to improve the abilities of the Target Organization in policy-making by dispatching the JDS participants for four years under the same Sub-Program/Components, Target Organizations and Accepting Universities based on said Plan.

In addition, each Accepting University is expected to provide the Special Programs to try to tackle the issues in each Sub-Program/Component of Bangladesh exclusively and promote the development of the relationship with organizations of the Government of Bangladesh. The Basic Plan for the Sub-Programs formulated based on the discussion in the Preparatory Survey will be the guideline for Accepting Universities to educate/guide JDS participants for the next four years and will be the base for the project evaluation to be conducted four years later.

³⁸ Implementation of Special Program for the 1st Batch of the 2nd phase is not covered in relation to the consulting contract for this Survey and the agent contract for the project.

The Main Items of the Basic Plan for the Sub-Programs

1. Outline of the Sub-Program/Component

- (1) Basic Information
- (2) Background and Needs (Positioning of the JDS Project in the Development Policy of Bangladesh)
- (3) Japan's and JICA's ODA Policy and Achievement (including JDS)

2. Cooperation Framework

- (1) Project Objectives (2) Project Design (3) Verifiable Indicators
- (4) Number of JDS Participants and Accepting Universities (5) Activity
- (6)-1 Inputs from the Japanese Side (6)-2 Input Duration and the Number of JDS Participants
- (7) Inputs from the Bangladesh Side (8) Qualifications and Requirements

After the consultation with the Operating Committee, the “Qualifications and Requirements of JDS Applicants” described in the above-mentioned Basic Plan for the Sub-Programs were set as shown below.

<Qualifications and Requirements of JDS Applicants>

- 1) Nationality: Must be citizens of the Bangladesh
- 2) Age: Below 40 years old as of April 1, in the year of dispatch
- 3) Occupation:
 - To be a member of Bangladesh Civil Service Cadre, or
 - To be a Class-1 officer of Bangladesh Bank (only for the Component of Development of Capacity for Economics Planning and Policy, and Development of Capacity for Public Finance and Investment Management)
 - To have at least two years of work experience as a BCS Cadre official or a Bangladesh Bank Class-1 officer as of March 31, in the year of dispatch
 - Should not be in the military service at the time of application
- 4) Academic Background
 - To have completed sixteen years of school education with at least bachelor's degree
 - At least two First Divisions or equivalent with no Third Division on the academic evaluations in primary, secondary and higher education

5) Other:

- Should have a sufficient English ability to study at a graduate school
- Has never received a scholarship from the Japanese and other governments in order to acquire a master's degree.

It was confirmed that the Sub-Program and Components are associated with the Bangladeshi development issues and the Country Assistance Policy (see “3-5. JDS and Development Issues, and Conformity with the Country Assistance Policy” for details), and these were officially agreed as priority area/issues to be tackled on JDS during the discussion on the local survey conducted in September, 2013 (see Appendix 4).

2-2. Four-year Project Scale Design

After considering the maximum number of JDS participants in each of the four consecutive years from fiscal year 2014 onwards proposed by the Japanese government in April 2013 (15 participants per year), the maximum number of acceptable participants by Accepting Universities proposed on their questionnaires, and the most appropriate program to solve the issues of Sub-Program, the accepting number (proposal for four years) in Sub-Program was decided through the survey as shown in Appendix 5. Based on it, the 1st Batch under the New System (13th Batch) candidates were recruited and selected.

The accepting number of participants per Sub-Program/Component is set for each fiscal year. However, like in the previous cases, it was confirmed that, if the prescribed number is not achieved and there is a vacant slot for certain Component or Accepting University through recruitment and selection, another university in the same Component (only if plural universities are placed in the same Component) or another Component would accept an alternative candidate for the vacant slot to fulfill the maximum number of 15 per year.

2-3. Obligations of Recipient Country

During the period of recruitment and selection of JDS participants, the ERD takes a main role in planning, implementation, management and supervision of JDS as a Managing Organization of the Sub-Program; cooperates in promoting the applications for JDS through the collaboration on promotion seminars and test seminars operated by the agent; encourages the cooperation for JDS to the Target Organizations set for Sub-Program; and conducts the consultation and discussion between the Accepting Universities and the Target Organizations for formulating the Basic Plan for the Sub-Programs.

While the JDS participants study in Japan, the Government of Bangladesh monitors the participants via the agent on a regular basis to report to JICA. They also find the updates on the progress or

concerns of JDS on the regular report submitted by the agent to take appropriate actions in cooperation with the Operating Committee members if necessary. In addition, they provide data or other materials necessary for the JDS participants to complete their master's thesis.

After the JDS participants return home, taking into consideration that main objectives of JDS include contribution of the JDS returned participants to the solution to development issues of the country as well as the development of the human network, the Government of Bangladesh shall hold a Presentation Seminar after the JDS participants return home 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. At returning of JDS participants, the ERD as a Managing Organization encourages relevant government ministries to provide the JDS returned participants with the same duties as before or the duties that enable them to work actively at the core of governmental administration so that the effects of the project will become apparent.

A request was made to the ERD as a Managing Organization, for provision of an office for the consultant during the Preparatory Survey and for an agent which implements JDS project. According to the ERD, it was difficult at this stage due to the lack of available space in the ERD building or other relevant facilities, and the budget inclusion for the office provision was not made in the Bangladesh Planning Document. Further coordination will need to be made for this issue because a report of information sharing and the progress of the close JDS project with the ERD would be enabled about this matter.

2-4. JDS Implementation Schedule

When the Ministry of Foreign Affairs of Japan and JICA officially make a decision to implement JDS from fiscal 2014 onwards as the result of the Preparatory Survey, the project will presumably be implemented for the next four years according to the schedule shown in Figure 5 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 "agent" to the Government of Bangladesh. The agent will conclude a contract with the Government of Bangladesh to implement the JDS project on behalf of the government.

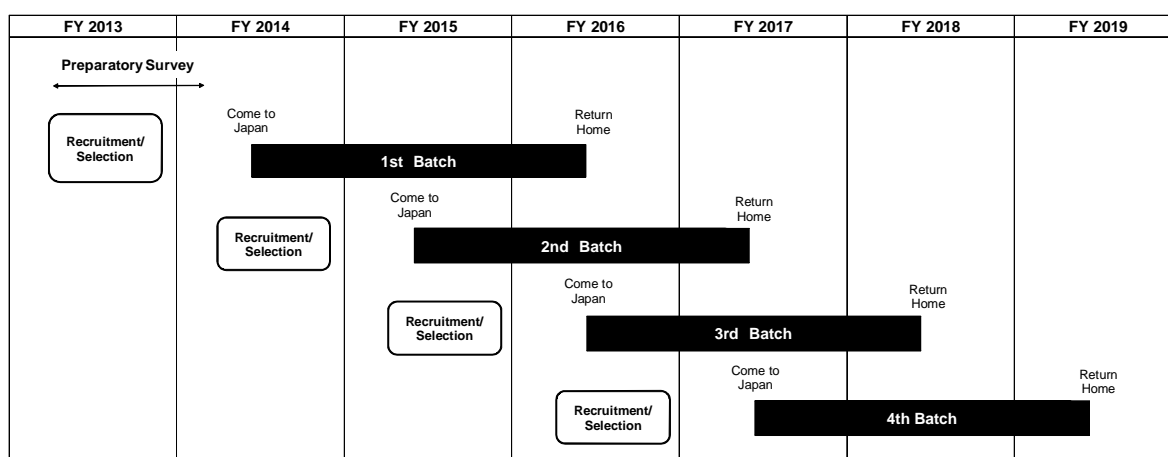


Figure 5: Implementation Process

2-5. Follow-ups of the Project

The purpose of JDS is “to develop human resources including highly capable young government employees who are expected to engage in formulating and implementing socio-economic development plans and to become leaders of their countries,” and “JDS returned participants are expected to use their expertise to contribute to practically solving the socio-economic development issues that their countries are facing.” To accomplish the purpose, it is necessary to provide various follow-ups to JDS returned participants, in addition to encouraging them to study and acquire specialized knowledge and building human network in Japanese universities. The effective follow-ups will largely depend on understanding, cooperation and voluntary efforts by the Government of Bangladesh and the concerned parties involved in the JDS project.

The JDS project in Bangladesh started in 2001, and a total of 196 participants (participants of the 1st to 9th Batch) already returned home. In Bangladesh, from the start of the program, a written pledge affirmed the return to the participant’s ministry on returning to the country has been signed between the ERD and the participants since the start of the project, and following the introduction of the New System, all participants have returned to posts as government employees in their organizations. Previously, report meetings have been held after the participants had returned home, and the JDS returned participants provided to the Operating Committee a report on what they have learned from their studies in Japan, carrier and action plans by taking advantage of such outcomes, and human networks they have built up during staying in Japan, as well as to what degree they have attained the project goals (acquisition of expertise necessary to resolve development issues through earning of Master’s degree). In the future, it is expected to see JDS participants being utilized in the different Target Organizations, especially in the ERD which carries out the JDS project.

The independent Alumni Association for JDS returned participants has been organized in 2010, and links are being developed with organic and effective the JDS projects such as briefings for participants before departure to Japan or recruitments that potential JDS applicants, especially with the executives of Alumni association for JDS participants.

In the New System of JDS, the Target Organizations are set as high class officials of BCS Cadre and Bangladesh Bank, and as even more active initiatives by the Government of Bangladesh are required for ensuring a sufficient number of applicants that meet the JDS objectives, sufficient of understanding and cooperation by the Government of Bangladesh regarding JDS is an essential element. In particular, it is necessary to maintain the connection with JDS returned participants so that the Government of Bangladesh will have a better understanding of JDS through the active utilization of JDS returned participants who belong to Target Organizations. Support from Accepting Universities is also expected. For instance, Yamaguchi University, which has been accepting JDS participants since the 1st Batch, has started work on setting up its own Alumni Association, not only so that networks can be maintained after returning home, but joint research can be conducted with returned participants, the links can be made between the surveys, or the research projects carried out by the university and the returned participants and their organizations.

In this way, the achievement of the project is expected to become more apparent through the organic follow-up efforts made by JDS related organizations, including the Operating Committee and the Accepting Universities, not merely through the follow-ups provided by the Government of Bangladesh.

Chapter 3. Evaluation of JDS Recommendations

3-1. Evaluation by JDS Participants in Bangladesh and the Accepting Universities

3-1-1. Evaluation by JDS Participants in Bangladesh

To survey the situation for JDS returned participants after the return (including the situation on application), a questionnaire was used to conduct a supplementary survey. To ensure that the supplementary survey could be compared between both before and after the introduction of the New System, answers were obtained from 21 JDS returned participants who went to Japan in FY2008 and FY2009 under the Old System (hereafter, “Old System participants”) and 28 participants who went to Japan in FY2010 and FY2011 after the New System was introduced (hereafter, “New System participants”).

The survey questions included the following: (1) a reason why you applied for JDS; (2) relationships between your research plan and development issues/work duties (including how you made use of what you had learned in Japan after returning home); (3) carrier path and goals after returning home; and (4) relationship with Japan after returning home. After collecting answered questionnaires, JICE conducted hearings with respondents individually. The returned participants targeted for the follow-up survey are listed in Table 10.

Table 10: JDS returned participants (Old System and New System participants)

System	Accepting University	Field	Respondents
Old System	Yamaguchi University, Graduate School of Economics	Public Administration	4
	Meiji University, Graduate School of Governance	Public Administration	4
	Kobe University, Graduate School of International Cooperation Studies	Public Administration	3
	Hiroshima University, Graduate School for International Development and Cooperation	Public Administration	4
	Ritsumeikan Asia Pacific University, Graduate School of Asia Pacific Studies	Economics / Environmental Policy	4
	International University of Japan, Graduate School of International Relations	International Relations	1
	Waseda University, Graduate School of Asia-Pacific Studies	Economics	1
	Total respondents from returned participants in the Old System		21
New System	Yamaguchi University, Graduate School of Economics	Public Administration	4
	Meiji University, Graduate School of Governance Studies	Public Administration	5
	Kyushu University, Graduate School of Law	Public Administration	3
	Ritsumeikan University, Graduate School of Economics	Economics	5
	Hiroshima University, Graduate School for International Development and Cooperation	Economics	4
	University of Tsukuba, Life and Environmental Sciences	Environmental Policy	4
	International University of Japan, Graduate School of International Relations	International Relations	3
	Total respondents from returned participants in the New System		28

(1) Reasons for Applying to the JDS

Many respondents gave their reason for applying for JDS were they wanted to hone their skills by engaging in researches related to their work duties at Japanese universities that are highly regarded on a global basis and to make use of them for the future. However, while the Old System participants (FY2008 and FY2009) had a strong tendency to have improving their abilities through learning knowledge in their individual areas of interest as their goal, the New System participants (FY2010 and FY2011) set specific goals such as learning the knowledge and liberal arts for solving their country's development issues along with improving their specialist knowledge as high class officers of BCS Cadre or Bangladesh Bank.

This difference is thought to be due to including the training of high class officers in line with Bangladesh's development plan and solving its problems after the New System, and considering the relationship between these and the research plan at the participant recruitment and selection stages.

There was no internal screening of applicants, and it was confirmed that all applicants applied based on their free will, or the recommendation of JDS returned participants or their superiors. In addition, in Bangladesh those interested in JDS are allowed to apply for it if their organization permits it.

(2) Relationships between research plans and development issues/work duties (including the utilization of what the JDS participants have learned from their studies in Japan)

By narrowing down the themes that matched the Sub-Program from the 9th Batch participants following the introduction of the New System, research themes could be selected as being themes that Bangladesh needed more compared with the Old System. While the themes were narrowed down, revisions to the Bangladesh policies and changes over time meant that new research content would be set, or otherwise be influenced by the policies and needs at the time of application. Research themes selected by participants were determined by themselves, rather than by recommendation of the Target Organizations.

In addition, many respondents answered that the process and a way of thinking they had learned and experience they had gained from their studies in Japan, regardless of research themes, significantly helped them do their work duties after returning home. In particular, in light of the horizontal movement among ministries of Bangladesh government employees, being able to learn not just specialist knowledge, but the ability to apply this to work and carry out their work to suit their posting, and learning a wide range of knowledge, shows that the Accepting Universities understood the Bangladesh civil service system and demonstrated this in their instruction, through exchanging opinions at the Technical Interview and the establishment of networks with related organizations in Bangladesh.

(3) Carrier path and goals after returning home

In the ministries of Bangladesh, the promotion regulations require the certain percentage of contribution for Master's degree holders³⁹. Most JDS participants applied for JDS as Senior Assistant Secretary or Assistant Secretary, and have been promoted to Deputy Secretary or Senior Assistant Secretary after returning home. In the future among returned participants, it is expected that they will be promoted to positions related to decision-making or positions where they will manage departments or bureaus, such as Additional Secretary or Joint Secretary.

The career support system in the workplace was confirmed to tend to provide appropriate posts for the returned participants' areas of expertise, both from the survey results from returned participants and respondents by Target Organizations. For Administration Cadre in particular, which moves its officials horizontally among ministries, returned participants are able to use not just specialized knowledge, but their ability to work for the post and to carry out the work, and draw on their broader knowledge, but except for Administration Cadre, in other Cadres without horizontal movement or in Bangladesh Bank, the research plans in Japan and the returned participants' areas of expertise were considered in placing officials.

For career formation after returning home, many returned participants said that they wanted to aim for higher posts where they could make decisions for departments or organizations, but many respondents also wanted to continue to contribute to development issues still in their own Cadre.

(4) Relationship with Japan after returning home

Most of the returned participants maintain good relations with their Accepting Universities and academic supervisors, and continue to discuss with their academic supervisors about the application of the knowledge they learned during their studies to their work or solving problems, and some even carry out joint research. In addition, it was also able to confirm ongoing relationships with the universities, with returned participants working to expedite building relationships with the organizations that the returned participants belong to, collecting information, coordinating discussions, and so on. However, it was not able to confirm many good examples of the support by returned participants for Japan that is an issue in Bangladesh or organic links with other JICA projects, so these remain issues for the future.

3-1-2. Evaluation by the Accepting Universities

Since the 1st Phase of 2010 under the New System, to conduct a questionnaire survey concerning the merits and impacts of accepting JDS participants for the six graduate schools at the six Accepting Universities. The following shows the survey results:

³⁹ Master's degrees are related to the academic career required for promotion. In the Annual Confidential Report of the Human Resources Evaluation Record of the Ministry of Public Administration, 25 points out of 100 are given to the academic career. Of these 25 points, 4 points are related to grades in the Master's course.

	University / Graduate School
1	Yamaguchi University, Graduate School of Economics
2	Kyushu University, Graduate School of Law
3	Ritsumeikan University, Graduate School of Economics
4	Hiroshima University, Graduate School for International Development and Cooperation
5	University of Tsukuba, Graduate School of Life and Environmental Sciences
6	International University of Japan, Graduate School of International Relations

(1) Changes of JDS Bangladesh participants after acceptance under the New System

Surveyed universities responded that “there were, relative to JDS participants under the Old System, far more who had an awareness of goals and the desire to pursue research for themes directly linked with the issues of their own workplaces and the development issues of their own countries.” However, there were also responses that “while the students’ levels of English were relatively high, English report composition skills and PC skills such as presentation materials preparation, etc. and student quality remained issues even in the New System.”

In the New System, with high class officers targeted for only being approved to travel on condition that they resume their organizations when they returned, some responses noted that “this allowed the JDS participants to focus on their studies without having to worry about job hunting after returning home.”

In addition to these, Graduate School for International Development and Cooperation, Hiroshima University answered that “the fact that instruction was possible even before they came to Japan, and being able to move ahead with sharing development issues of Bangladesh through accepting JDS participants for four years running, meant that the career situation for JDS participants was better than under the Old System.”

(2) Changes due to the Acceptance of JDS Participants under the New System, and Their Merits and Impacts

Graduate School of Economics, Ritsumeikan University answered as follows: “By accepting participants from a few selected organizations in Bangladesh for four years, we have not only able to learn about developmental and organizational issues as a graduate school, but have been able to understand the changes in the issues and needs that the country faces, and adapt to the research of JDS participants. JDS returned participants and our faculty members conduct joint research. In addition, through the establishment of relationships with the Bangladesh organizations over four years, we have been able to make progress on joint research.”

Graduate School for International Development and Cooperation, Hiroshima University answered as follows: “By accepting JDS participants, our university has been able to increase its globalization, and by increasing the rivalry with Japanese students, and not just JDS participants, we have seen higher quality research results. We have designed a leading program, the “Taoyaka Program,” which is a

five-year graduate leadership program targeted as South Asia, including Bangladesh, which has been adopted by the Ministry of Education, Culture, Sports, Science and Technology. In this and other ways, the impact on globalization has been considerable.”

Graduate School of Law, Kyushu University answered as follows: “The practical experience and knowledge as government officials representing their country, and the construction of networks with overseas researchers or JDS participant organizations has had a positive effect on other students.”

Faculty of Economics, Yamaguchi University answered as follows: “Through accepting JDS participants under the New System, we are moving ahead with reforms of the program and curriculum for our public management course based on the needs of Bangladesh. We are expanding our financial management, environmental policy, law and other lectures, increasing the number of electives that JDS participants can take to match their own research. We have also signed agreements with Bangladesh public official training institutes and the University of Dhaka, and are carrying out joint research.”

Graduate School of Life and Environmental Sciences, University of Tsukuba answered as follows: “We have increased our name recognition through the expansion of programs that include the JDS program, and have more privately-funded international students applying to enter the university. University alumni associations are being established in JDS host nations, and our networks with JDS participant home universities and research institutes are expanding.”

(3) Merits and Impact of the Special Program

The following responses were obtained as specific shared merits.

- Wider-ranging activities could be carried out, so there were positive effects on the graduate school overall.
- Universities were able to enhance the paper-writing skills of Bangladesh JDS participants, which is something they find problematic.
- Inviting special lecturers from Japan and overseas have allowed universities to hold seminars that meet a diverse range of needs.
- For the local universities, there is considerable meaning in having administrative officials from Bangladesh observe Japan’s central governmental ministries, agencies, and other directly-administered organizations.
- By following up on students’ starting and ending of studying abroad and before they arrive and after they return, we can offer comprehensive support for JDS participants, with the university contributing to solving development problems over the long term.
- It has helped with the purchase of books and research-related materials.

Faculty of Economics, Yamaguchi University and Graduate School of Economics, Ritsumeikan University invited JDS returned participants as lecturers, and provide proposals and instructions for correcting the path of research to allow more effective work and issues after their return in the interim period of research for JDS participants, including initiatives towards development issues in Bangladesh and ways to utilize their own research issues.

Graduate School of Law, Kyushu University is moving ahead with academic exchanges through joint workshops with universities that deal with the same research themes in countries like Vietnam, China, the Philippines and Korea.

Graduate School of International Relations, International University of Japan carries out research cooperation exchanges through a special program, building on intercollegiate links with Graduate School of Governance Studies, Meiji University. This program is expected to provide even more effective activities.

3-2. Expected Effect of JDS

As already stated, JDS aims to develop human resources including young government officials who will have technical knowledge to offer practical solutions to the issues of socio-economic development and will actively contribute to resolving the issues. To implement JDS effectively to achieve the objective, Project Design (consisting of Overall Goal and Project Purpose) has been established for each Sub-Program (Appendix 6). The effect of the human resource development project is expected to manifest itself in the long term. Therefore, the Project Design, particularly the Project Purpose which defines the performance target at the time of project completion, can only refer to the acquisition of knowledge necessary to solve the development issues and the resulting increase in the competence of the personnel involved in policy-making in the Target Organizations. Nevertheless, it is expected that JDS participants will ultimately “contribute to solving development issues in their countries” by applying the acquired knowledge effectively and being given responsibilities and opportunities to do so in the Target Organizations.

The following indicators are used to measure the achievement of Project Purposes, and in light of the above perspective they are applied to all Components:

- Ratio of JDS participants who obtain Master’s degree
- Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/expertise after their return

With respect to the indicator, “Ratio of JDS participants who obtain Master’s degree,” a high completion rate has been achieved as a result of the steady implementation of the following: 1. Encouraging applications by appealing to persons in charge of personnel in the Target Organizations of 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 participants on the basis of, among others, academic knowledge, relevant work experience, basic training, and potential for contribution after returning home; and 3. Offering various types of support and periodic monitoring (namely, managing and advising on academic, lifestyle, and health issues in the form of interviews) to JDS participants in Japan.

This time, the adequacy of the New System, which was introduced in 2009, will be evaluated on the basis of this survey, and its continued application in Bangladesh will eventually be reviewed by the

Japanese government. It is, however, necessary for the Government of Bangladesh and Target Organizations dispatching JDS participants to provide support during their study and, in addition, for the Accepting Universities to offer a curriculum that make ever-greater contributions to solving the development issues of the country. It is, therefore, expected that the achievement of the Project Purpose, which is measured by the first indicator, will continue to be promoted.

In terms of the second indicator, “Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/expertise after their return,” as described in 2-5 above, discussions have started between the ERD and the Ministry of Public Administration to place returned participants in the most appropriate postings after returning home so that they can use the knowledge they have learned in Japan in the development of Bangladesh, and on the contribution to the development issues of Bangladesh by returning to their post for a minimum of two years that the JDS participants pledge with the written oath sent to the ERD, which has been the implementation organization since the start of the project in that country.

This is the 13th year since this project started in Bangladesh, but as described previously, there are 13 returned participants who have been promoted to positions at or above the section manager level. The ERD and the Target Organizations are expected to continue monitoring the JDS participants after they return to Bangladesh in an active manner and also to help them use the knowledge acquired in Japan, so that they can flourish in their careers and eventually contribute to the socio-economic development of Bangladesh.

3-3. Implementation of Supplementary Surveys for Evaluation at the End of the Project

Along with the introduction of the New System, for the purpose of a more multidimensional evaluation, new indicators were added to the two verifiable indicators, which have been already stated in the Basic Plan for the Sub-Programs since 2010, in order to supplement evaluation at the end of the JDS project.

The effectiveness of the project after the introduction of the New System can be measured on the basis of various criteria, including the independence of relevant organizations and the activities of JDS participants after returning home, in addition to the management and progress of the project. Attention was, however, focused on the function of management of information about the JDS participants, or their monitoring considered characteristic of JDS. Primarily, this was used to create indicators for evaluating the “Degree of capacity building of JDS participants” and the “Level of appropriateness of university curricula” and also to conduct a questionnaire survey. The survey respondents were principally JDS participants themselves. With respect to the “Degree of capacity building of JDS participants,” however, the managerial staff at the Target Organizations and the academic advisors at the Accepting Universities were asked to answer a questionnaire concerning changes in the abilities of JDS participants from an objective point of view.

(1) Contents of the Survey

As for the “Degree of capacity building of JDS participants,” given that the “Cultivation of young government employees” is the objective of JDS, it was aimed to examine changes in the abilities required of government employees in the developing country as a result of JDS. 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 curriculum 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 were, 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) Survey Method

The questionnaire survey targeting JDS participants was undertaken in the following three stages: Upon their arrival in Japan, during their study, and upon their completion of study. At the time of their arrival in Japan and during their study, preliminary reports on the periodic monitoring of the JDS participants were received. At the time of the completion of their study and shortly before their return to their home country, questionnaires were distributed and collected, instead of preliminary reports on the evaluation meetings that had been convened with the JDS participants at each Accepting University and in each graduate school. As for the JDS participants, JICA plans to distribute and collect questionnaires once every four years after they return to the home country.

As regards the questionnaire survey of the managerial staff of the Target Organizations, questionnaires were distributed and collected by the JDS Project Office in Bangladesh before and after the arrival of the JDS participants in Japan.

Lastly, with respect to the academic advisors of the Accepting Universities, questionnaires were distributed along with reports on the final monitoring of the JDS participants, to whom they were offering advice, and their responses were received.

(3) Use of the Survey Results

The following questions were analyzed from the results of the questionnaire survey on the JDS participants, the managerial staff of the Target Organizations, and the academic advisors of the Accepting Universities: Of various abilities required of government employees, what skills and thinking abilities are needed in the Target Organizations, what abilities JDS improved the most, and what attitudes it changed. The analysis was carried out to verify the validity and effectiveness of JDS.

The suitability of the curricula, research guidance, and research environments provided by the Accepting Universities was also verified through the analysis of the results.

To turn the survey results into future improvements in JDS, at the end of every year, the results of aggregation and analysis, including of the questionnaire surveys conducted this year and, as needed, in previous years, are scheduled to be shared with the Operating Committee and the Accepting Universities.

One of the results of JDS has been improving the ability to analyze information required of government employees through JDS project. After JDS participants return home, they are expected to contribute the development issues of Bangladesh and the Target Organizations through drawing on these abilities.

In addition to the interviews with returned participants, as part of our verification of the validity of the JDS project, to supplement the measurement indices of the project goals, JDS own regular questionnaires⁴⁰ are conducted three times: when the participants arrive in Japan, a year after their arrival and when they complete the Program. These questionnaires are designed to measure, as secondary results from JDS, the degree by which the abilities required of public officials in developing countries in particular have been improved, rather than the abilities related to the individual’s special field.

Figure 6 presents an analysis of the results of the questionnaires filled out by the 15 JDS participants who returned home (JDS participants who had come to Japan in 2010). The questionnaire uses a zero-to-ten scale.

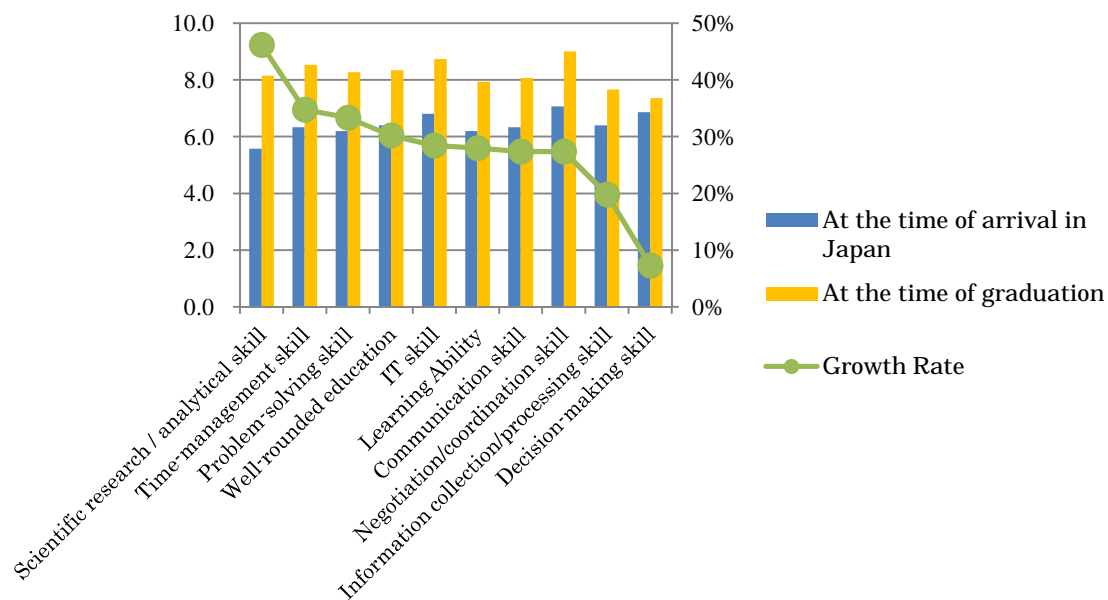


Figure 6: Increases in the Skills and Abilities of the JDS Participants from Bangladesh during Their Study in Japan (between Their Arrival in Japan and Graduation)

⁴⁰ JDS regular survey: was supervised by Dr. Hiromitsu Muta, the former vice president of Tokyo Institute of Technology

All the skills and abilities were improved at the time of graduation, compared with the time of arrival in Japan. However, in Bangladesh, the especially large increases in “Scientific research and analytical skills,” “Problem-solving skill,” etc. can be described as being characteristic. In addition, the considerable increase in abilities related to “time management” and other areas which are abilities required of general government employees in developing countries is seen to have increased through the monitoring carried out by JICE, showing that the understanding of Japan that is one of the goals of studying in Japan has improved during the JDS participants’ study abroad.

Furthermore, separately from the questionnaire mentioned above, questionnaires were sent to the superiors of the JDS returned participants in FY2009 (the Old System) and FY2011 and FY2012 (the New System 1st Phase) to check the reinstatement status of returned participants after their return, as well as to confirm how beneficial an impact they had on their ministries as core human resources in Bangladesh.

As a result of analyzing the questionnaire results, it was found that 30% of all responses to the question on promotions, etc. after return regarding the “Reinstatement status of JDS returned participants after their return” were that JDS returned participants had been promoted on their return, and in addition, more than half of the returned participants had moved to a department which matched their areas of expertise and where they could make better use of their research results.

Regarding the stance of JDS returned participants and their attitudes to their work, all responses showed that they had improved compared to what they used to be.

For the questions on changes in their abilities after their study abroad (multiple responses allowed), many people responded that their abilities had improved compared to before they went for areas such as “Scientific survey and analysis ability,” “Logical thinking ability,” “Problem-solving ability” and “Discipline,” showing results that were close to the answers in Figure 6 above.

Regarding “What sort of beneficial impact they had on their ministry,” almost all respondents replied that there was a positive change to the question on “Has there been a positive change in the organization due to the return of JDS participants to the organization?” In addition, more specific responses such as “we have seen improvements in the attitude taken towards colleagues and subordinates by returned participants” and “problems the department had been improved.”

In addition, all responses answered that they would want to send people to the question “Would you want to send people from your organization to Japan to study in the future?”

The improvements in the skills and abilities of government employees and the contribution to the Target Organizations by making good impacts through JDS are considered to be one of the achievements of JDS. The JDS participants are expected to apply these skills and abilities to make contributions to the Target Organizations and to the issues of development in Bangladesh.

3-4. Issues and Recommendations

As described in “1-4. Trend of Other Donor’s Aid,” there are other similar scholarship programs in Bangladesh. In order to achieve the JDS objectives and to maximize its effects under such a situation,

it is important to make more people become interested in applying for the program at first and also to secure the quality of applicants.

Among the multiple countries providing the scholarship programs for Bangladesh, in order to achieve the JDS objectives and to maximize its effects under such a situation, it is important to make more people become interested in applying for JDS at first and also to secure the quality of applicants.

Government policies to further encourage the acceptance of students from overseas countries and unified efforts by related organizations across Japan would be desirable for securing the certain number of applicants. At the same time, as part of approaches to attract more applicants to JDS, it would be necessary to continue to advertise distinctive characteristics of the JDS project that set it apart from many other scholarship programs. Targeting government employees, JDS is a well-designed program suitable for developing human resources who contribute to resolving development issues facing Bangladesh. It is expected that the Target Organizations deepen their understanding as the JDS project benefits medium- to long-term development of their country. Specifically, the JDS project has the following features that should be showcased: (i) accepting universities are positioned as project partners; (ii) a comprehensive system covering provision of advices and acceptance of students is put in place where the JDS participants can receive curriculum that meet the situation of their countries through the Special Program in addition to the existing programs; and (iii) generous support including regular monitoring is provided to the JDS participants throughout their stay in Japan.

In order to increase effects of the JDS project it would be necessary to strengthen cooperation with other JICA projects, focus more on public relations activities through establishing and utilizing continual cooperation with 196 returned participants as of March 2014, and recruit personnel who could be a counterpart in future projects.

The concerns and recommendations obtained through the Survey are as follows:

(1) Setting of Target Organizations

Due to the horizontal mobility of ministries for government employees in Bangladesh, specific Target Organizations were not selected, but rather BCS Cadre officials and Bangladesh Bank Class-1 officers⁴¹, who are categorized as high class officers, were adopted as in the 1st Phase under the New System. In addition, for the Component “Development of Legal Capacity and Planning,” we have excluded Judicial Cadre⁴² from the list of targets as Bangladesh has suggested that the issue is not one of training judges and lawyers but rather the urgent one of carrying out the development of legal systems and training the administrative officials who will plan, draft and implement them. In addition, from the point of view of training government employees, discussions were held on setting an upper

⁴¹ Bangladesh Bank Class-1 officers are only eligible for the Component “Development of Capacity for Economics Planning and Policy” and “Development of Capacity for Finance and Investment Management.”

⁴² With the goal of making the judiciary and the administrative independent in 2007, Judicial Cadre has been split off from BCS (Bangladesh Civil Service) and the new BJSC (Bangladesh Judicial Service Commission) has been created. Therefore, Judicial Cadre is not eligible to apply for JDS.

limit for Bangladesh Bank Class-1 officers among the final candidates, but in view of the fair and transparent selection process for JDS, it was decided not to set any such limit.

(2) Selection of Accepting University

As regards the selection of Accepting Universities, this year's Preparatory Survey has revealed that JICA has fairly selected universities in accordance with its clearly-defined evaluation standards, and the appropriateness of the selection has gained a certain level of understanding from the Bangladeshi side as well. Consequently, the Bangladeshi side has basically agreed to what the Japanese side has proposed. On the whole, based on the experience in carrying this project out over the last four years, the Accepting Universities with deep understanding of the way that Bangladesh government employees move horizontally among ministries, and can offer instruction in a wide range of themes to increase the background knowledge, were selected.

It is expected that direct discussions and cooperation between Accepting Universities in Japan and Target Organizations as well as Operating Committee members in Bangladesh will be enhanced in the process of formulating a framework for the project, including setting of Accepting Universities, in the future. Respective Accepting Universities are urged to develop and implement more effective measures to resolve development issues in Sub-Program before JDS participants come to Japan, during their stay in Japan, and after they return home, in an integrated manner.

(3) Application Requirements

There was not a specific request to set an additional application requirement, and it was decided to succeed the application requirement in the 1st Phase under the New System.

(4) Number of Applicants

The initial recruitment period of this year was about six weeks due to the Survey schedule, which was shorter than that of last year, and there were not adequate applicants at the time of the application deadline. Based on the approval of the Operating Committee, the recruitment period was extended by one week, and the final number of applicants reached 116 persons. Recruitment activities were able to approach a total of 546 participants at 7 recruitment seminars in addition to the visits to 55 Target Organizations and bureaus, which enabled to spread the recruitment information to a wide range of eligible applicants.

The reasons that the number of applicants was smaller this year are due to the two-week reduction in the initial recruitment period compared to previous years and the political confusion regarding the general election, meaning that the application process did not proceed smoothly. Besides, there seems to have many candidates who hesitated to apply for JDS due to the changes in the Sub-Program and Components as a result of the migration to the 2nd Phase.

3-5 . JDS and Development Issues, and Conformity with the Country Assistance Policy

(1) Outline

As described up to this point, the JDS has been reviewed since 2009 to strengthen the Preparatory Survey in order to clarify the positioning of the JDS in line with the development issues confronting the target country, the Country Assistance Policy for Bangladesh, and the programs of JICA, to identify the needs of the target country through fieldwork, and to improve the matching of the needs with the Accepting Universities that are capable of offering an educational program satisfying the needs. In view of the purposes and background of the review, the validity of the JDS will be verified in terms of its conformity with the (1) Priority Development Issues in Bangladesh and also the (2) Country Assistance Policy for Bangladesh.

(2) Conformity with the Priority Development Issues in Bangladesh

Major donors consider “the Sixth Five-Year Plan” formulated by the Government of Bangladesh developed based on the strategy to be strategic documents based on which they plan and provide their countries’ official development assistance. Similarly, the Japanese government develops its ODA policy for Bangladesh based on these plans.

When the Preparatory Survey was conducted to implement the new JDS system in 2009, the Country Assistance Program⁴³ was consulted to define the target areas addressing the priority issues. As JDS was reviewed this time, the priority issues in the Country Assistance Policy for Bangladesh⁴⁴, which was intended to be more strategic, were also refined in accordance with the review of the JDS project over the past 4 years and the Sub-Programs were established (see Figure 7).

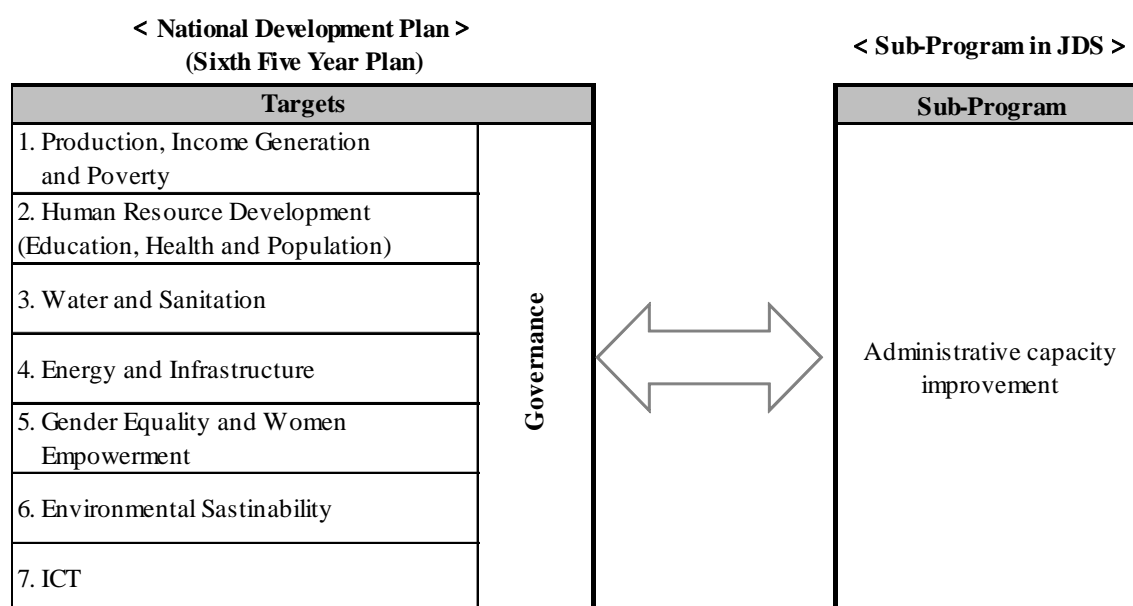


Figure 7: Position of JDS in the Country Assistance Program for Bangladesh

⁴³ The Country Assistance Program for Bangladesh was developed in May 2006.

⁴⁴ The Country Assistance Policy for Bangladesh was developed in June 2012.

(3) Conformity with the Country Assistance Policy for Bangladesh

According to the Country Assistance Policy for Bangladesh, while achieving the MDGs of the Government of Bangladesh and building on the Sixth Five Year Plan, the pillar of assistance for Bangladesh is the development of comprehensive support for the two fields as discussed in 1-2 as key assistance fields.

The Sub-Program established in JDS match the assistance priority areas. They are intended to be human resource development projects, which contribute to the assistance priority areas (Figure 8).

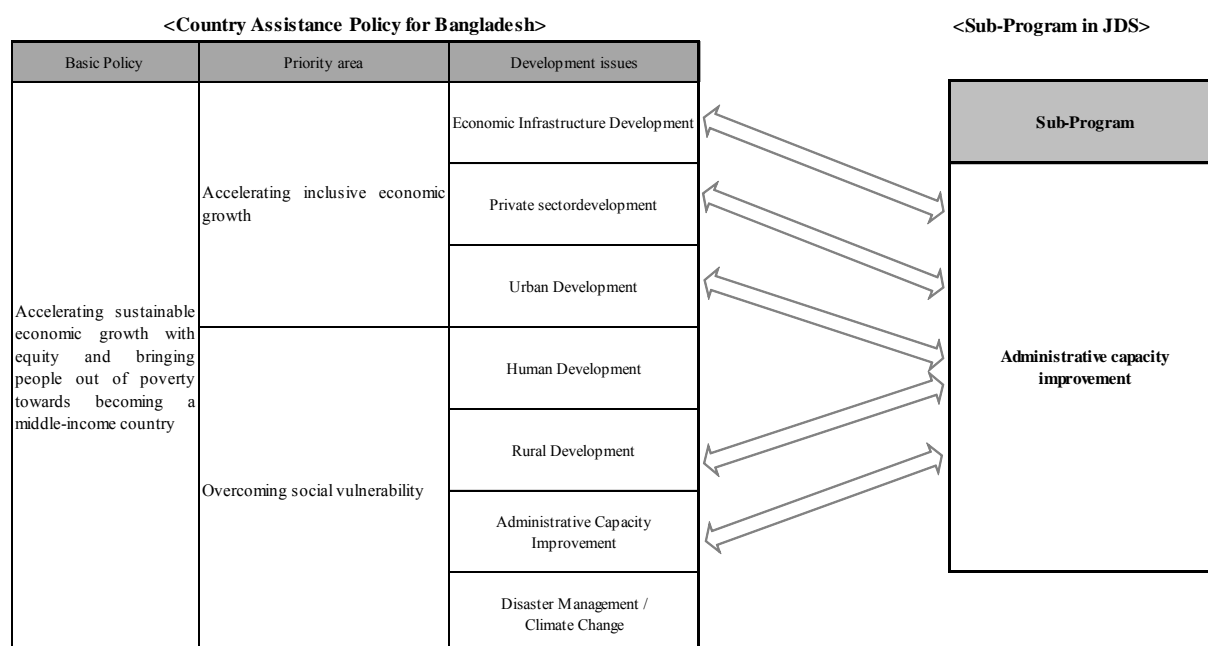


Figure 8: Position of JDS in the Country Assistance Policy for Bangladesh

3-6. Conclusion

In this Preparatory Survey, the intent and characteristics of JDS, along with the political and social backgrounds and situation of Bangladesh, were considered in organizing the priority development issues of Bangladesh. These priority development issues based on the National Development Plan of Bangladesh, the Country Assistance Policy of the Japanese government, and so forth, were selected as the Sub-Program. In addition, the Supplementary Survey aimed at the Target Organizations that are assumed to be related to the Sub-Program/Components was conducted to investigate the organizational roles and positions of the Organizations as well as their human resource development needs and the presence or absence of potential candidates in the Organizations. The results of the Survey served as the basis for the adoption of the scale of JDS, which consists of four years (six-year acceptance in total), and the foundation for the elaboration of the Draft Project Plans for the Sub-Program (Basic Plans for the Sub-Programs). As stated in 3-4, it can be concluded that the position of JDS is clear and highly appropriate and the continued implementation of the New System in Bangladesh will be very meaningful.

However, the New System is in principle a four-year project, and the human development needs of Bangladesh could change as a result of government policies, socio-economic conditions, and so on. In light of this possibility, it is considered necessary to ascertain the technical knowledge that should be acquired under JDS and the types of human resources that should be developed in the Target Organizations, while at the same time securing a certain level of flexibility by allowing discussions with those involved in JDS Bangladesh.

Finally, under the New System, the Accepting Universities offer the programs addressing the needs of the Target Organizations in the course of six-year. As a result, it can be expected that one of the purposes of JDS, “Acquisition of Technical Knowledge by Earning of a Master’s Degree,” will be ensured. However, as stated above, with regard to the human resource development project, it is considered necessary to measure its long-term effects by monitoring the application of knowledge after the “Acquisition” and the level of knowledge returned to the society.

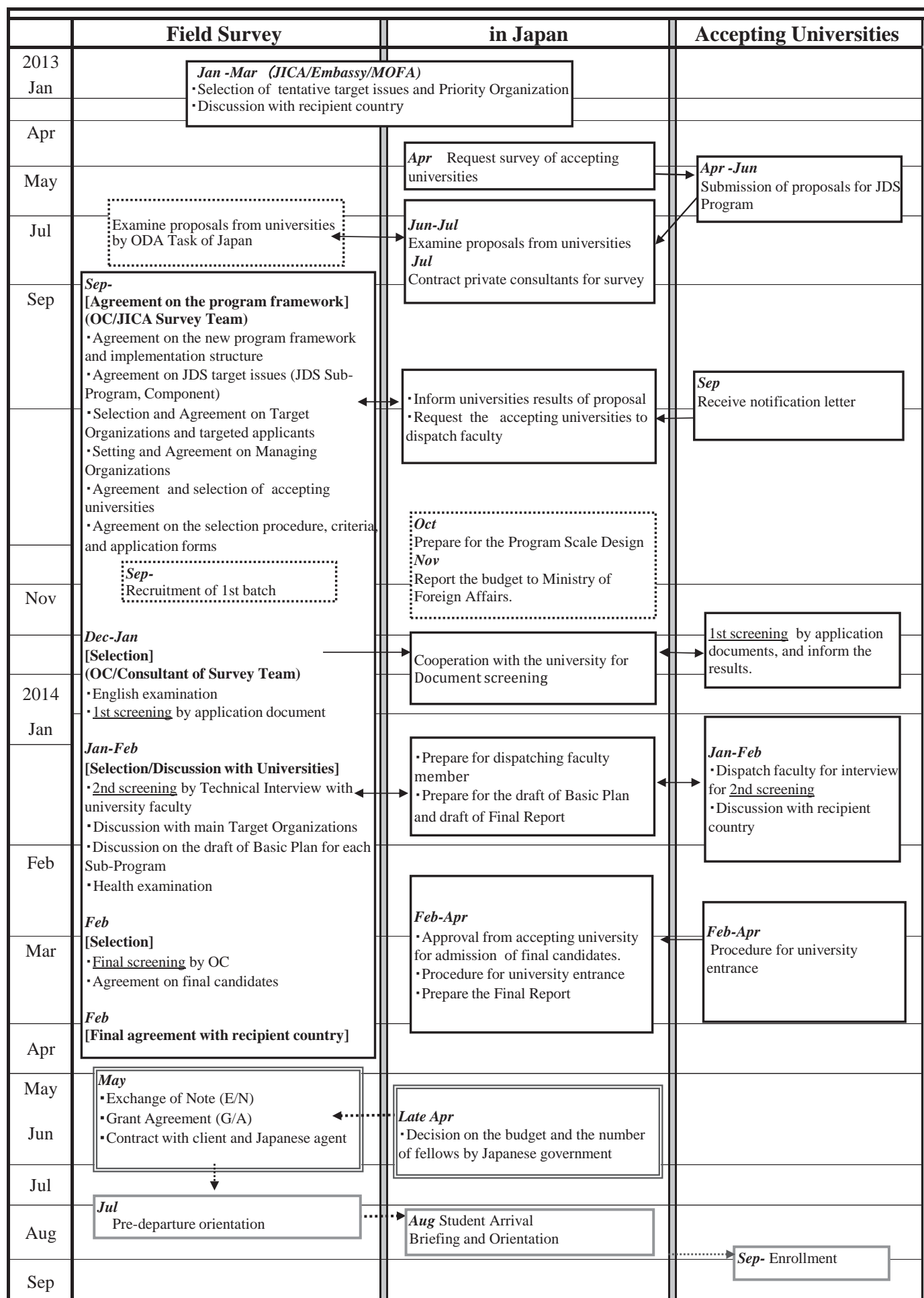
List of Appendixes

1. Member List of the Survey Team
2. Flowchart of the Preparatory Survey for JDS
3. List of Contact Persons during the First Survey in Bangladesh
4. Minutes of Discussions
5. The numbers of JDS participants to be accepted for the next four years under the JDS Project in Bangladesh
6. Basic Plan for the Sub-Programs
7. Summary of the Result of Supplementary Survey of Target Organizations
8. Selection and Recruitment of the First Batch of Candidates of the New System Second Phase Coming to Japan in FY 2014
(People's Republic of Bangladesh)

Member List of the Survey Team

Akio Okamura	Leader	Senior Representative JICA Bangladesh Office
Nami Sasaki		Representative JICA Bangladesh Office
Noriyuki Nakano	Acceptance Planning (HRD Planning)	Director, General Affairs Division, General Affairs Department, JICE
Masayasu Okuyama	Recruitment/Selection (Training Planning)	JDS Program Supervisor, International Students Division, International Students Affairs Department, JICE
Kyoko Katahira Yasuyo Shimizu	Recruitment/ Selection	Country Director, International Students Division, International Students Affairs Department, JICE

Flowchart of the Preparatory Survey for JDS



List of Contact Persons during the First Survey in Bangladesh

Discussion on the Minutes

Date	Contact Persons	Remarks
1 September, 2013	<ul style="list-style-type: none"> ■ Discussion with Embassy of Japan in Bangladesh - Mr. Masayuki Taga, Counsellor, Embassy of Japan - Mr. Hiroto Sobajima, Second Secretary, Embassy of Japan - Mr. Akio Okamura, Senior Representative, JICA Bangladesh Office 	Discussion with Operating Committee members and the Survey Team
1 September, 2013	<ul style="list-style-type: none"> ■ Discussion with JICA Bangladesh Office - Mr. Akio Okamura, Senior Representative, JICA Bangladesh Office - Ms. Nami Sasaki, Representative, JICA Bangladesh Office 	Discussion with Operating Committee members and the Survey Team
1 September, 2013	<ul style="list-style-type: none"> ■ Discussion with Ministry of Planning - Mr. S.M Nasim Uddin, Joint Secretary - Mr. Abdul Baten, Assistant Chief 	Discussion with Operating Committee members and the Survey Team
1 September, 2013	<ul style="list-style-type: none"> ■ Discussion with ERD, Ministry of Finance - Mr. Mohammad Shafiqul Azam Additional Secretary - Mr. Md. Mostafizur Rahman, Joint Secretary - Mr. AKM Aftab Hossain Pramanik, Deputy Secretary 	Discussion with Operating Committee members and the Survey Team
2 September, 2013	<ul style="list-style-type: none"> ■ Discussion with Bangladesh Bank - Mr. Ahmed Jamal, Executive Director - Mr. Md. Shahidur Rahman, General Manager 	Discussion with Target Organization and the Survey Team
2 September, 2013	<ul style="list-style-type: none"> ■ Discussion with Operating Committee members and the Survey Team - Mr. Mohammad Shafiqul Azam, Additional Secretary, ERD, Ministry of Finance - Mr. Md. Mostafizur Rahman, Joint Secretary, ERD, Ministry of Finance - Mr. AKM Aftab Hossain Pramanik, Deputy Secretary, ERD, Ministry of Finance - Mr. S.M. Nasim Uddin, Joint Secretary, Ministry of Planning - Ms. Zikrur Reja Khanam, Joint Secretary, Ministry of Education - Mr. M Jashim Uddin Kham Senior Assistant Secretary, Ministry of Public Administration - Mr. Masayuki Taga, Counsellor, Embassy of Japan - Mr. Hiroto Sobajima, Second Secretary, Embassy of Japan - Mr. Akio Okamura, Senior Representative, JICA Bangladesh Office - Ms. Nami Sasaki, Representative, JICA Bangladesh Office 	Discussion with Operating Committee members and the Survey Team
3 September, 2013	<ul style="list-style-type: none"> ■ Agreement about the acceptance plan with the Government of Bangladesh (ERD, Ministry of Finance) - Mr. Mohammad Shafiqul Azam, Additional Secretary, ERD, Ministry of Finance - Mr. Md. Mostafizur Rahman, Joint Secretary, ERD, Ministry of Finance - Mr. AKM Aftab Hossain Pramanik, Deputy Secretary, ERD, Ministry of Finance - Mr. Akio Okamura, Senior Representative, JICA Bangladesh Office 	Discussion with Operating Committee members and the Survey Team

**MINUTES OF DISCUSSIONS
ON THE PREPARATORY SURVEY OF
THE JAPANESE GRANT AID
FOR HUMAN RESOURCE DEVELOPMENT SCHOLARSHIP
TO THE PEOPLE'S REPUBLIC OF BANGLADESH**

In response to a request from the Government of the People's Republic of Bangladesh (hereinafter referred to as "Bangladesh"), Japan International Cooperation Agency (hereinafter referred to as "JICA") decided to conduct a Preparatory Survey in respect of "Japanese Grant Aid for Human Resource Development Scholarship" (hereinafter referred to as "the JDS Program") to be implemented in Bangladesh.

In view of the above, JICA dispatched a Preparatory Survey Team (hereinafter referred to as "the Team") headed by Akio Okamura, Senior Representative, JICA Bangladesh Office, to Dhaka from 1st to 3rd September, 2013.

The Team held a series of discussions with the relevant officials of Bangladesh. The parties confirmed the design of the JDS Program and the related items as attached hereto.

Dhaka, September 3, 2013

岡村 昭夫

Akio Okamura
Leader
Preparatory Survey Team
Japan International Cooperation Agency



Mohammad Shafiqul Azam
Additional Secretary
Economic Relations Division
Ministry of Finance
People's Republic of Bangladesh

I. Design of the JDS Program

1. Maximum Number of the JDS Program Participants

The total number of the JDS Program participants for the first batch in Japanese fiscal year 2014, shall be fifteen (15) and this number would indicate the maximum number per batch, in total sixty (60) for four batches, from Japanese fiscal year 2014 to 2017, as shown in Annex-1 "Flowchart of JDS Program".

2. Sub-Program and Component

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

(1) Priority Area as Sub-Program :

Administrative capacity improvement

Development Issue as Component :

Development of Capacity for Public Administrative Government

Development of Capacity for Economics Planning and Policy

Development of Legal Capacity and Policy

Development of Capacity for Urban and Rural Planning and Policy

Development of Capacity for Public Finance and Investment Management

3. The Managing Organizations, Target Organizations and the Criteria for Participants

Based on the discussion held between the parties, the managing organizations and target organizations were identified as Annex-2 "Design of JDS Program for four batches".

The parties confirmed that the JDS Program participants should focus on BCS cadre officials and Bangladesh Bank Class-1 officers in those target organizations.

It was agreed that the target organizations shall be reviewed according to the result of recruitment /selection and discussed and decided in the Operating Committee (hereinafter referred to as "the O/C").

4. Accepting Universities and Supposed Numbers of the JDS Program Participants per University

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

(1) Development Issue as Component :

Development of Capacity for Public Administrative Government

University: Yamaguchi University (2 slots)

University: Meiji University (2 slots)

(2) Development Issue as Component :

Development of Capacity for Economics Planning and Policy

University: Hitotsubashi University (2 slots)

University: Ritsumeikan University (3 slots)

(3) Development Issue as Component :

Development of Legal Capacity and Policy

University: Kyushu University (2 slots)

(4) Development Issue as Component :

Development of Capacity for Urban and Rural Planning and Policy

University: University of Tsukuba (2 slots)

(5) Development Issue as Component :

Development of Capacity for Public Finance and Investment Management

University: International University of Japan (2 slots)

5. Research Area of JDS Participants

Those assumed Development issues described above shall be notified as “research area” to the JDS Program applicants in order to indicate the direction of study/research of each JDS Program participant as well as to accepting universities in order to prevent the mismatching of research plan/theme between accepting universities and the JDS Program applicants.

6. Basic Plan for Each Component

According to Annex-3 “Flowchart of the Preparatory Survey of JDS”, the Team explained a Basic Plan for each component, 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 in a form of Annex-4 “Japanese Grant Aid for Human Resource Development Scholarship (JDS) Basic Plan for the Target Priority Area (Format)”.

The O/C confirmed that necessary meeting arrangement would be taken for preparation of the Basic Plan for each component.

7. Monitoring and Evaluation

It was agreed that monitoring and evaluation of the JDS Program graduates should be done actively by the Government of Bangladesh.

II. Other Matters Discussed

The Team requested that the Bangladesh side would provide a working space for a consultant during the survey and for an agent which implements the JDS Program, from April 2014.

Bangladesh side replied that the O/C cannot dispose of this matter and suggested to take it up to Economic Relations Division.

The Team then expressed its intention to raise this issue to Economic Relations Division.

- Annex-1: Flowchart of JDS Program
- Annex-2: Design of JDS Program for four batches
- Annex-3: Flowchart of the Preparatory Survey of JDS
- Annex-4: Japanese Grant Aid for Human Resource Development Scholarship (JDS) Basic Plan
for the Target Priority Area (Format)



Flows for Next JDS Program

【Annex 1】
2013.8
JICA

		JFY 2012	JFY 2013	JFY 2014	JFY 2015	JFY 2016	JFY 2017	JFY 2018	JFY 2019	
Preparatory Survey for 4 batches Planning (from JFY 2010 E/N to JFY 2013 E/N) in JFY 2009	④th batch E/N in JFY 2013 for 3 terms	↔ [Request survey]	★ ④ 【E/N, G/A, Contract with Agent】 ▲—————▼							★ E/N, G/A, Contract ▲Arrival ▼Return
Preparatory Survey for 4 batches Planning (from JFY 2014 E/N to JFY 2017 E/N) in JFY 2013	Preparatory Survey for Planning (for next 4 batches)	◎ Decision on Preparatory Survey by Ministry of Foreign Affairs [Preparation for] ↔ [Preparatory Survey] (Agreement of Basic plan for next 4 batches) Recruitment & Selection for JFY2014								
	①st batch E/N in JFY 2014 for 3 terms			★ ① 【E/N, G/A, Contract with Agent】 ▲—————▼ Recruitment & Selection for JFY2015						
	Request for 2nd batch			↔ [Request survey]						
	②nd batch E/N in JFY 2015 for 3 terms				★ ② 【E/N, G/A, Contract with Agent】 ▲—————▼ Recruitment & Selection for JFY2016					
	Request for 3rd batch				↔ [Request survey]					
	③rd batch E/N in JFY 2016 for 3 terms					★ ③ 【E/N, G/A, Contract with Agent】 ▲—————▼ Recruitment & Selection for JFY2017				
	Request for 4th batch					↔ [Request survey]				
	④th batch E/N in JFY 2017 for 3 terms						★ ④ 【E/N, G/A, Contract with Agent】 ▲—————▼			

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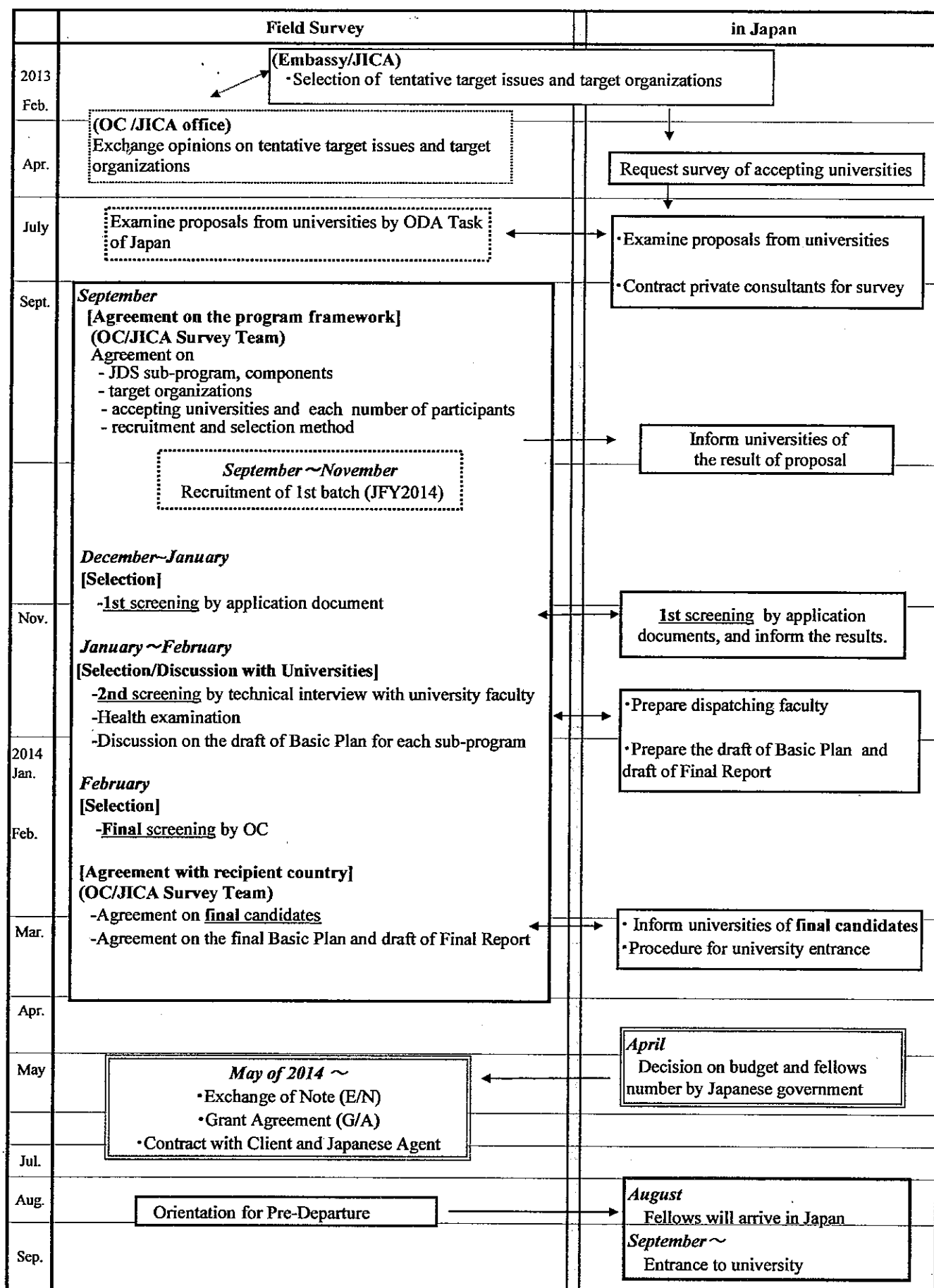
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Design of JDS Program in Bangladesh for Four Batches
(from JFY 2014 to JFY 2017)

Sub-Program (JDS Priority Areas)	Component (Development Issue)	Expected Theme of Research / Possible Fields of Study	Managing Organization	Target Organizations	University	Slot
1. Administrative capacity improvement	1-1. Development of Capacity for Public Administrative Government	<u>Possible Fields of Study:</u> • Governance / Administration • Local Governance / Local Autonomous • International Relations <u>Degree:</u> • Master of Public Administration • Master of Political Science	• Ministry of Finance • Ministry of Public Administration • Ministry of Planning • Ministry of Education	• All Ministries (BCS Cadre Officials)	Yamaguchi University	2
					Meiji University	2
	1-2. Development of Capacity for Economics Planning and Policy	<u>Possible Fields of Study:</u> • Macro / Micro Economics • Environmental Economics • Statistics <u>Degree:</u> • Master of Economics		• All Ministries (BCS Cadre Officials) • Bangladesh Bank (Class-1 Officers)	Hitotsubashi University	2
					Ritsumeikan University	3
	1-3. Development Legal Capacity and Policy	<u>Possible Fields of Study:</u> • International Law • Intellectual Property Laws • The Law of the Sea • Maritime Law <u>Degree:</u> • Master of Laws		• All Ministries (BCS Cadre Officials)	Kyushu University	2
	1-4. Development of Capacity for Urban and Rural Planning and Policy	<u>Possible Fields of Study:</u> • Urban Planning / Policy • Rural Planning / Policy <u>Degree:</u> • Master of City Planning / Political Sciences • Master of Rural Planning/ Political Sciences • Master of Engineering		• All Ministries (BCS Cadre Officials)	University of Tsukuba	2
	1-5. Development of Capacity for Public Finance and Investment Management	<u>Possible Fields of Study:</u> • Public Finance Management / Policy • Public Investment Management / Policy <u>Degree:</u> • Master of Business Administration / Master of Public Management • Master of Finance / Master of Public Finance • Master of Public Policy		• All Ministries (BCS Cadre Officials) • Bangladesh Bank (Class-1 Officers)	International University of Japan	2
Maximum slots per year						15




Flowchart of the Preparatory Survey for JDS

[Annex 3]
August, 2013. JICA

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

Basic Information of Target Priority Area (Sub - Program)

1. Country:
2. Target Priority (Sub-Program) Area :
3. Operating Committee:

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area :
2. Component:
3. Managing Organization :
4. Target Organization:

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

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

2. Cooperation Framework

(1) Project Objective

(2) Project Design

- 1) Overall Goal
- 2) Project Purpose :

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

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

(5) Activity (Example)

Graduate School of XXXXX

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

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

(6) -1 Inputs from the Japanese Side

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

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

1 batch X participants × 4 years = X participants
 From the year 2014 (Until 2016) : X participants
 From the year 2015 (Until 2017) : X participants
 From the year 2016 (Until 2018) : X participants
 From the year 2017 (Until 2019) : X participants

(7) Inputs from the Bangladeshi Side

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

(8) Qualifications (Tentative)

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

The numbers of JDS participants to be accepted for the next four years under the JDS Project in Bangladesh

Sub-Program	Component	University	Graduate School	Expected Number of JDS Participants				
				1st Batch	2nd Batch	3rd Batch	4th Batch	Total
1. Administrative capacity improvement	1-1 Development of Capacity for Public Administrative Government	Yamaguchi University	Graduate School of Economics	2	2	2	2	8
		Meiji University	Graduate School of Governance Studies	2	2	2	2	8
	1-2 Development of Capacity for Economics Planning and Policy	Hitotsubashi University	School of International and Public Policy	2	2	2	2	8
		Ritsumeikan University	Graduate School of Economics	3	3	3	3	12
	1-3 Development of Legal Capacity and Planning	Kyushu University	Graduate School of Law	2	2	2	2	8
	1-4 Development of Capacity for Urban and Rural Planning and Policy	University of Tsukuba	Graduates School of Life and Environmental Sciences	2	2	2	2	8
	1-5 Development of Capacity for Public Finance and Investment Management	International University of Japan	Graduate School of International Relations	2	2	2	2	8
Total				15	15	15	15	60

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

Basic Information of Target Priority Area (Sub - Program)

1. Country : Bangladesh
2. Target Priority (Sub-Program) Area : Administrative capacity improvement
3. Operating Committee :
【Bangladesh side】 Ministry of Finance, Ministry of Public Administration, Ministry of Planning, Ministry of Education
【Japanese side】 Embassy of Japan in Bangladesh, JICA Bangladesh Office

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Administrative capacity improvement
2. Component: Development of Capacity for Public Administrative Government
3. Managing Organization : Ministry of Finance, Ministry of Public Administration, Ministry of Planning, Ministry of Education
4. Target Organization: Bangladesh Civil Service (BCS) Cadre officers (No specification of target organization)

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

With the understanding that the Government of Bangladesh intends to improve administrative capacity for the future development of the country and as is stipulated in the Sixth Five Year Plan (2011-2015), that “appropriate public management and administration is essential for the country to become a modernized nation”. The Sixth Five Year Plan includes the following four strategies for public management and administration capacity development:

- 1) Capacity building of civil servants, 2) Devolution to local governments,
 3) Public private partnership, 4) Strengthening of the planning and budgetary processes.

This Component corresponds to 1) and 2).

In regard of “1) Capacity building of civil servants”, the Ministry of Public Administration and other organizations are enacting the Civil Service Law, establishing a comprehensive management system for civil servants, developing the capability of training organizations, and enhancing the capacity of both executive and front-line civil servants. As for “2) devolution to local governments”, the Ministry of Local Government, Rural Development and Cooperatives and other organizations are trying to strengthen the capability of local governments of both rural and urban areas, and attempting fiscal transfers.

In order to establish and systematize these efforts, capacity development of policy-making as well as implementation level is important. Furthermore, developing human resource at executive/policy-making level in this component through JDS Project is critical for Japan to carry out assistance to Bangladesh.

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

In the "Japan's Country Assistance Policy for Bangladesh (June 2012)", "Acceleration of economic growth for all nations to achieve middle income county" and "Overcome social vulnerability" were determined as the two priority assistance fields. The assistance is implemented, identifying the priority sectors to be "Urban development" under "Acceleration of economic growth for all nations to achieve middle income county," and "Development of capacity for public administration" and "Agriculture and rural development" under "Overcome social vulnerability", and this Component supports development of capacity for the administrative officials who are engaged in those sectors.

With respect to "1) capacity building of civil servants", Japan gives assistance to the project for improving of public services through TQM (Total Quality Management), and provides training in various themes. Regarding "2) devolution to local governments", Japan mainly works on the improvement of services and systems at the local level (within the jurisdiction of each locality) through activities such as the promotion of the Development Program Coordination Committee at each union (the minimum unit of local administration/government) and capacity building support for urban local governments.

This component, with constructing the organic relationship with the above assistance by Japan, is expected to develop capacities of administrative officials who enable improvements of administrative organization by improvement of administrative services and decentralization.

The JDS Project of Bangladesh has started in the year of 2001 and dispatched 228 participants in total through the 1st to 12th batch by October 2013, and 196 participants obtained master's degree and returned to Bangladesh. 69 participants out of 228 have been dispatched in the field of Public Administration.

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 to the young capable government officials who are expected to play leadership roles to contribute to the socio-economic development of the country.

It also aims to build a human network, and eventually strengthen the bilateral relationship/partnership between Japan and Bangladesh.

(2) Project Design

1) Overall Goal :

To ensure that JDS Returned participants will help the Ministries and government agencies concerned to improve their capacity with regard to the development of appropriate national and regional governance systems and improvement and operation of civil services.

2) Project Purpose :

To ensure that JDS participants at the target organizations will improve their capacity with regard to the development of appropriate national and regional governance systems and improvement and operation of civil services.

(3) Verifiable Indicators

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

(4) Number of JDS Participants and Accepting University

Graduate School of Economics, Yamaguchi University 2 participants / year, total 8 participants / 4 years Graduate School of Governance Studies, Meiji University 2 participants / year, total 8 participants / 4 years

(5) Activity

Graduate School of Economics, Yamaguchi University

Target	Contents/ Programs to achieve target
1) Before arrival to Japan	
Pre-departure preparation in Bangladesh in order for the smooth study/ research in Japan.	Learning outline of the graduate course and introductory courses of governance, finance, economics through pre-departure orientation and lectures by a dispatched faculty member. Also receiving advices on their research areas and life in Japan.
2) During study in Japan	
To nature an objective and logical capacity to evaluate practical administrative affairs by way of acquiring major theories of public administration.	<ul style="list-style-type: none">• For the first year, compulsory courses such as Academic Writing, Basics of Economics, Mathematics for Economics and Basics of Statistics are offered in order to prepare for Social Science study methods.• To learn the latest practical methods that are essential for the improvement of the abilities of administrators, such as those of policymaking, understanding macroeconomic indices and evaluating policies.• Special omnibus lecture provided by different Graduate Schools is held annually mobilizing expert professors in the field of policy study related to industry, healthy education, public work, disaster management and environmental management. Students are exposed to practical Japanese experiences in various fields of public administration.• Special lecture program is offered annually to

	<p>respond to specific needs of each year's students by inviting relevant experts from Japanese government institutions. Lecturers are invited from National Tax Agency, officials from different ministries and other governmental organizations and local government institutions.</p>
<p>To acquire know how specific governance reform in local administration and decentralization.</p>	<ul style="list-style-type: none"> • Providing the lectures based on country-specific circumstances with the comments from graduated students. • Field Study : Visiting to prefectural office and city hall. Conducting inspection program of disaster spread reconstruction site by municipality. • Depending on the students' research theme, expert lecturers in the field of environmental management, public debt management, tax administration and several others are invited from relevant research and government institutions.
<p>To deepen understanding of individual, specific public governance issues and recommends solutions to them through writing papers and essays.</p>	<ul style="list-style-type: none"> • The supervisor professor for each student is appointed beforehand depending on the research proposal starting to work immediately after the arrival of the student. • Thesis instruction is conducted in a multidisciplinary way by appointing one main supervisor and two sub-supervisors for each student. • To carry out capacity building that contributes to clarification of the needs of Bangladesh and sound public finance. • To learn the basics and applications of public governance, economic analysis of development issues and analysis and problem solving of individual development issues in a systematic and well-balanced manner. • Practiced in Tokyo Study Tour and visited several central government agencies.
3) After return	
Utilization of outcome of research	<ul style="list-style-type: none"> • Presenting Master's thesis to officials of the government and foreign donors at a co-organized

	<p>seminar with institutions in Bangladesh.</p> <ul style="list-style-type: none"> • Attending follow up seminars and taking an interview on outcome of the study and utilization of the experience in Japan. Giving feedback on the course design (if any).
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Graduate School of Governance Studies, Meiji University

Target	Contents/ Programs to achieve target
1) During study in Japan	
Understand the new social management scheme, involving a partnership between government, the private sector and civil society.	<ul style="list-style-type: none"> • Through an interdisciplinary approach, graduate students are able to study a new way of managing society in an era of globalization, based on an equal partnership between central and local governments, the civil society and the market. • Off-campus trainings will be provided to deepen the understanding of central and local government finance and tax system.
Enhance students knowledge and ability in policy formulation and implementation through the subjects of economic infrastructure, urban planning, community policy, environmental management and crisis management.	Graduate students will be guided to systematically analyze the development issues of their own countries from a global viewpoint through dialogue and exchange with other international students who share certain issues in common.
Acquire wider perspectives on international relations and development through exchanging experiences with Asia and ASEAN countries.	This course will train not only researchers, but also professional such as policymakers and planners so that they are able to create new value in many spheres of society, and thereby tackle development issues at both the global and local level.
While refining the approach of various specialized disciplines to global problems, we aim to study issues of governance based on case analyses of economic development, political and administrative reforms, and related areas in Japan and other countries.	<ul style="list-style-type: none"> • The three programs that form the degree track are both global and local in scope. <ol style="list-style-type: none"> 1) Public Policy 2) International Development Policy 3) Community Planning and Management • From these standpoints, Engage in major topics of immediate relevance to contemporary world issues. • Three programs in which students can enroll in any of the subjects related to their research topic, with the focus on “International Development Policy Program”.

Improvement of quality of research	<ul style="list-style-type: none"> • Various field studies to provide practical insight into Japanese public policy formulation and implementation. • Special lectures by distinguished scholars and professional from within Japan and overseas. • Thesis workshop to provide an opportunity to critique one another's work and engage in intellectual exchange. • Tutoring in English-language; academic writing skills for students whose mother language is not English. • A join multi-lingual (English and Japanese) course has been newly established to foster exchange between Japanese and international students. • An assistant professor support quality study via qualitative and quantitative research methodologies.
2) After return	
Utilization of outcome of research and cultivation and maintenance of the student's network.	Utilize the website for the view-exchange and updated information.

(6) - 1 Inputs from the Japanese Side

<p>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)</p> <p>2) Expenses for studying in Japan (e.g. travel expenses, scholarships during stay in Japan, examination fees, tuition fees, etc.)</p> <p>3) Expenses for supports during stay in Japan (e.g. monitoring, daily life support, etc.)</p>
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(6) - 2 Input Duration and the Number of JDS Participants

<p>1 batch 4 X participants × 4 years = 16 X participants</p> <p>From the year 2014 (Until 2016) : 4 X participants</p> <p>From the year 2015 (Until 2017) : 4 X participants</p> <p>From the year 2016 (Until 2018) : 4 X participants</p> <p>From the year 2017 (Until 2019) : 4 X participants</p>
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(7) Inputs from the Bangladeshi Side

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

(8) Qualifications

1) Occupation:

- To be a confirmed member of Bangladesh Civil Service (BCS) Cadre for at least two (2) years of work experience by March 31, 2014.
- Those who have received "Permission letter" from belonging organization.

2) Others

- Citizens of Bangladesh
- Below Forty (40) years old (as of April 1st, year of arrival in Japan)
- Completed sixteen (16) years of school education with at least Bachelor's degree.
- At least two (2) First Division or equivalent with no Third Division.
- Have a good command of both written and spoken English.
- Mentally and physically in good health.
- Applicants must have well understanding for the objective of JDS Project and after their return, should have a strong willingness to work for the development of Bangladesh.

<Ineligibility>

- Those who are currently receiving (or are scheduled to receive) another scholarship (including other scholarships of Japan).
- Those who have already taken a master's degree in a foreign country under any kind of scholarship.
- Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list.

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

Basic Information of Target Priority Area (Sub - Program)

1. Country: Bangladesh
2. Target Priority (Sub-Program) Area: Administrative capacity improvement
3. Operating Committee :
【Bangladesh side】 Ministry of Finance, Ministry of Public Administration, Ministry of Planning, Ministry of Education
【Japanese side】 Embassy of Japan in Bangladesh, JICA Bangladesh Office

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Administrative capacity improvement
2. Component: Development of Capacity for Economics Planning and Policy
3. Managing Organization:
Ministry of Finance, Ministry of Public Administration, Ministry of Planning, Ministry of Education
4. Target Organization:
Bangladesh Civil Service (BCS) Cadre officials (No specification of target organization)
Bangladesh Bank Class-1 officers

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

In its Sixth Five Year Plan (2011-2015), the Government of Bangladesh stipulates that in order for public investments and policies to attract private investments, improving sustainable management of public finances and sound monetary policy is one of the most important reforms. Since 2000, Bangladesh has been implementing a banking sector reform program aimed at improving prudential regulations, strengthening the oversight capacity of the Bangladesh Bank, and improving competition through greater participation by private banks. Moreover, in April 2012, it adopted Extended Fund Facility of IMF to carry out fiscal, monetary, and investment policy reform.

Japan offers assistance including “Support for small and medium-sized business loans (yen loan)”.

In order for Bangladesh to become a medium income country by 2021, a sound macroeconomic framework is indispensable. Such a framework is also essential in carrying out Japan’s individual assistance projects effectively and efficiently, and ensuring environment for attracting investment from the private sector of Japan. Therefore, it is highly significant that administrative officials including the officials of the Ministry of Finance and the Bangladesh Bank acquire knowledge in this field.

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

In the “Japan’s Country Assistance Policy for Bangladesh” (as June, 2012), “Acceleration of economic growth for all nations to achieve middle income country” was determined as one of the two priority

assistance fields, and the assistance is implemented, identifying the priority sectors to be “Development of economic infrastructural”, “Private sector development”, and “Urban development” that support the economic growth for poverty reduction.

The Japanese Government has so far implemented “Financial Sector Project for the Development of SMEs” as assistance for developing the private sector, and implementing some projects, such as investment climate improvement, industrial policy and institutional improvement, human resource development in promising Industry, and private cooperation etc. In addition, Japanese Government is conducting the cooperation on the dispatch of investment climate improvement and industrial policy advisors etc.

This Component, with constructing the organic relationship with the above assistance by Japan in mind, is expected to develop capacities of administrative officials and Bangladesh Bank officers who will suggest, formulate and implement the financial, monetary and investment policies, as well as bear planning and formulating of national development plan and development projects plan under planning section at respective governmental ministries and agencies.

The JDS Project of Bangladesh has started in the year of 2001 and dispatched 228 participants in total through the 1st to 12th batch by October 2013, and 196 participants obtained master’s degree and returned to Bangladesh. 68 participants out of 228 have been dispatched in the field of Economics.

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 to the young capable government officials who are expected to play leadership roles to contribute to the socio-economic development of the country.

It also aims to build a human network, and eventually strengthen the bilateral relationship/partnership between Japan and Bangladesh.

(2) Project Design

1) Overall Goal :

To ensure that JDS returned participants will help the Ministries and government agencies concerned to improve their capacity with regard to economic development through appropriate macroeconomic policy frameworks.

2) Project Purpose :

To ensure that JDS participants at the target organizations will improve their capacity with regard to the sustainable management of public finance and appropriate financial policies.

(3) Verifiable Indicators

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

2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return

(4) Number of JDS Participants and Accepting University

School of International and Public Policy, Hitotsubashi University
2 participants / year, total 8 participants / 4 years
Graduate School of Economics, Ritsumeikan University
3 participants / year, total 12 participants / 4 years

(5) Activity

School of International and Public Policy, Hitotsubashi University

Target	Contents/ Programs to achieve target
1) Before arrival to Japan	
Pre-departure preparation in Bangladesh in order for the smooth study/ research in Japan	Studying basic knowledge of mathematics required for economic analysis.
2) During study in Japan	
Equip students with understanding of economic theories and economic way of thinking that would prepare them to design and implement economic policies.	Core courses that include macroeconomics, microeconomics, econometrics and economics of public policy, to acquire understanding of economic theory and skills and economic way of thinking.
Equip students with skills to analyze and evaluate effectiveness of policies.	Elective courses on policy-related, applied economics subjects such as tax policy, public finance, public investment, social security and macroeconomic policies, to acquire necessary knowledge and skills to solve specific public policy problems.
Be exposed to actual examples of economic policy design and implementation, which will equip them with an understanding of how theory and practice interact in real-life policy settings.	Visiting local governments and areas outside Tokyo, to understand public policy issues at the local level and exchange views with local government officials.
To strengthen the ability to express one's ideas and to persuade others, and to forge a common understanding on issues.	Small-group seminar under an academic advisor for the duration of the program, to sharpen skills in thinking through issues and debating on them.
To gain experience to make policy proposals, through the dissertation.	Completing a high-quality Master's Thesis under the guidance of academic advisor on relevant policy issues, to acquire the skill to analyze and formulate policies.
3) After return	
Utilization of outcome of research, and to develop and maintain the alumni network.	• The faculty travels to Bangladesh, and through discussions with alumni and senior officials, gain a deeper understanding of the country's needs and to further improve the program.

	<ul style="list-style-type: none"> •To hold annual Alumni Seminars using the World Bank's video-conferencing/distance learning facility , with a view to providing continuing education for alumni, and to develop and maintain the alumni network. •To hold seminars in Bangladesh, as a part of continuing education for alumni. •To open a Facebook page for alumni of the Master's Program and the Short-term Executive Program to enhance networking.
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Graduate School of Economics, Ritsumeikan University

Target	Contents/ Programs to achieve target
1) Before arrival to Japan	
Pre-departure preparation in Bangladesh in order for the smooth study/ research in Japan	<ul style="list-style-type: none"> •Sending prospective enrollees the first year's core texts. •To hold pre-enrollment guidance activities. (with graduated JDS participants) • Visiting Bangladesh to conduct pre-enrollment programs. <p>[Under consideration] the remote learning through TV Conference system.</p>
2) During study in Japan	
Study high level theoretical and applied economics and gain specialized knowledge in economic planning and policy.	Based on student's academic background and English ability at admission, they are given mid- to high-level education in core subjects (microeconomics, macroeconomics, and econometrics) as well as programs designed to improve English writing and presentation skills. These courses allow students to gain the fundamental logic and communication skills necessary to understand the potential and importance of economic planning and policy.
To gain the requisite ability to draft and oversee policy related to financial policy, development policy, industrial policy, environmental policy, etc. in Bangladesh.	To gain the requisite knowledge to draft, oversee, and evaluate policy related to economic planning and policy through applied courses in international economics, development economics, international finance, finance, environmental economics and public economics, etc.

To learn statistical administrative and policy valuation techniques and gain the ability to use data analysis software.	To learn to use data analysis software such as STATA and EViews for data management, statistical project and policy evaluation. Students also acquire practical ability in cost analysis, cost-benefit analysis, and environmental assessment techniques through case studies.
Through the process of writing masters' theses, improve the expertise and general skills (language and grammar expertise, analytical writing expertise, information collection and analysis expertise)	Students write their masters' theses based on their individual research themes with the focused input of multiple advising professors.
3) After return	
Utilization of outcome of research	To conducts post-graduation surveys and follow-up with graduates in Bangladesh. [Under consideration] the introduction of teleconferences for long-distance post-completion guidance and follow-up.

(6) - 1 Inputs from the Japanese Side

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

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

1 batch 5 X participants X 4 years = 20 X participants
 From the year 2014 (Until 2016) : 5 X participants
 From the year 2015 (Until 2017) : 5 X participants
 From the year 2016 (Until 2018) : 5 X participants
 From the year 2017 (Until 2019) : 5 X participants

(7) Inputs from the Bangladesh Side

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

(8) Qualifications

- 1) Occupation:
 - To be a confirmed member of Bangladesh Civil Service (BCS) Cadre for at least two (2) years of work experience by March 31, 2014.
 - To be a Class-1 Officer of Bangladesh Bank for at least two (2) years of work experience in

Bangladesh Bank by March 31, 2014.

- Those who have received “Permission letter” from belonging organization.

2) Others

- Citizens of Bangladesh
- Below Forty (40) years old (as of April 1st, year of arrival in Japan)
- Completed sixteen (16) years of school education with at least Bachelor’s degree.
- At least, two (2) First Division or equivalent with no Third Division.
- Have a good command of both written and spoken English.
- Mentally and physically in good health.
- Applicants must have well understanding for the objective of JDS Project and after their return, should have a strong willingness to work for the development of Bangladesh.

<Ineligibility>

- Those who are currently receiving (or are scheduled to receive) another scholarship (including other scholarships of Japan).
- Those who have already taken a master’s degree in a foreign country under any kind of scholarship.
- Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list.

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

Basic Information of Target Priority Area (Sub - Program)

1. Country : Bangladesh
2. Target Priority (Sub-Program) Area : Administrative capacity improvement
3. Operating Committee :
【Bangladesh side】 Ministry of Finance, Ministry of Public Administration, Ministry of Planning, Ministry of Education
【Japanese side】 Embassy of Japan in Bangladesh, JICA Bangladesh Office

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Administrative capacity improvement
2. Component: Development of Legal Capacity and Planning
3. Managing Organization:
Ministry of Finance, Ministry of Public Administration, Ministry of Planning, Ministry of Education
4. Target Organization:
Bangladesh Civil Service (BCS) Cadre officials (No specification of target organization)

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

In its Sixth Five Year Plan (2011-2015), the Government of Bangladesh stipulates that enhancing law, legal system and its appropriate operation (and its capability) aimed at good governance is one of the most important challenges. Further, the reforms (improvement) that focus on legal system and administrative systems including intellectual property rights, etc are also considered to be essential in order for public investments and policies to attract private investments.

With respect to the Law of the Sea, Bangladesh does not have a long history of studying it; thus, human resource development in this field is an urgent task.

Considering the need for the creation of legal frameworks for the promotion of the expansion of Japanese companies into Bangladesh and implementation of development projects, it is important to develop administrative officials who can take the initiative in policy-making in this field. Therefore, it is significant that JDS Project covers this field.

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

In the "Japan's Country Assistance Policy for Bangladesh" (as June, 2012), "Acceleration of economic growth for all nations to achieve middle income country" was determined as one of the two priority assistance fields, and the assistance is implemented, identifying the priority sectors to be "Development of economic infrastructure", "Private sector development", and "Urban development" that support the economic growth for poverty reduction.

The Japanese Government has so far implemented the assistance for developing the private sector, and is implementing some projects, such as investment climate improvement, industrial policy and institutional improvement, human resource development in promising Industry, and private cooperation etc. In addition, Japanese Government is conducting the cooperation on the dispatch of Investment Climate Improvement and Industrial Policy Advisors, etc.

Moreover, "Basic policy on assistance for development of legal system (revised edition) May, 2013" in Japanese ODA development policy by field stipulates that Bangladesh is one of the eight important target countries, and support establishment of healthy governance based on the rule of law through the improvement of the legal system and procedure on administration and investment.

This Component, with supplementing the above assistance by Japan in mind, is expected to develop capacities of administrative officials who enable to legislate law and regulation to attract private investment as well as its efficient and effective implementation.

The JDS Project of Bangladesh has started in the year of 2001 and dispatched 228 participants in total through the 1st to 12th batch by October 2013, and 196 participants obtained master's degree and returned to Bangladesh. 8 participants out of 228 have been dispatched in the field of Law.

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 to the young capable government officials who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build a human network, and eventually strengthen the bilateral relationship/partnership between Japan and Bangladesh.

(2) Project Design

1) Overall Goal : To ensure that JDS returned participants will help the Ministries and government agencies concerned to improve their capacity with regard to general legal skills and skills related to intellectual property laws and sea laws that will help attract private investment.

2) Project Purpose : To ensure that JDS participants at the target organizations will improve their capacity with regard to general legal skills and skills related to intellectual property rights and sea laws that will help attract private investment.

(3) Verifiable Indicators

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

2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return

(4) Number of JDS Participants and Accepting University

Graduate School of Law, Kyushu University

2 participants / year, total 8 participants / 4 years

(5) Activity

Graduate School of Law, Kyushu University

Target	Contents/ Programs to achieve target
1) Before arrival to Japan	
Completion of basic academic skills	<p>PeP Training (Pre-arrival training + e-learning + Post-arrival training)</p> <p>Pre-arrival training Provide training on research methodology and legal reasoning to the participants before they come to Japan. The training course runs intensively for 3 days and is conducted by a professor of Kyushu University in Bangladesh. By completing this training, successful candidates are able to build their self-confidence and develop a greater awareness of graduate legal study at Kyushu University.</p> <p>E-learning To introduce 4 months (May-August) image education, such as Skype. The efficiency of Skype education while looking at the face of each other directly is much higher than "e-mail". It will expect sufficient effect when students take this training once or twice per week.</p> <p>Post-arrival training (After arriving Japan) One month training, before entering into university, to ensure a smooth school life, and the establishment of research methods before enrollment. Ex) Issuance of library card (temporary), pre-preparation for each class, preparation of paper materials, and paper concept, and smooth contact to the Japanese culture and society etc,</p>
2) During study in Japan	
Understanding of research methodologies that balance theory and practice	<ul style="list-style-type: none"> • Focus on international economic and business law from a comparative perspective, emphasizing Japanese and other laws related to this issue. The program offers a theoretical and practical perspective on an extensive range of issues in international commercial and trade law matters. • Periodical "JDS Forum" is the opportunity once a month to meet the faculty and receive practical advice on essay writing, thesis and research paper preparation, making

	presentations in English, creating a PPT presentation and debating.
Acquisition of the experiences of developed countries such as Japan necessary to solve contemporary legal challenges, as well as knowledge of the relevant legal rules.	Guidance in “state of the art” comparative subjects relevant for overcoming development challenges, with Japanese and international legal case studies.
Identification of solutions to the challenges	<ul style="list-style-type: none"> • A balance in education between theoretical and practical learning for obtaining problem-solving skill. • Maximum convergence between the needs of the institution, students and teachers by designing the contents of the program so as to facilitate “interactive two-way” synergy effects between teachers and students, and research and education.
Improve the international way of thinking and deepen the understanding of Japanese society.	<ul style="list-style-type: none"> • Through the JDS Front Desk, the international way of thinking is improved by planning the participation in internship, training courses and domestic/international seminars that reflects the needs of participants. • Through the JDS culture and JDS training, JDS participants can deepen the understanding of Japanese society and it will be helpful to develop the capacity of participants who will fundamentally contribute to strengthening bilateral relationship between Bangladesh and Japan.
3) After return	
Maintenance of Cooperation	<p>Taking contact with returned participants at regularly, and to maintain cooperative relationship.</p> <p>(By e-mail, and meeting twice a year or more)</p>

(6) - 1 Inputs from the Japanese Side

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

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

1 batch 2 X participants X 4 years = 8 X participants
From the year 2014 (Until 2016) : 2 X participants
From the year 2015 (Until 2017) : 2 X participants
From the year 2016 (Until 2018) : 2 X participants

From the year 2017 (Until 2019) : 2 X participants

(7) Inputs from the Bangladesh Side

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

(8) Qualifications

- 1) Occupation:
 - To be a confirmed member of Bangladesh Civil Service (BCS) Cadre for at least two (2) years of work experience by March 31, 2014.
 - Those who have received "Permission letter" from belonging organization.

2) Others

- Citizens of Bangladesh
- Below Forty (40) years old (as of April 1st, year of arrival in Japan)
- Completed sixteen (16) years of school education with at least Bachelor's degree.
- At least, two (2) First Division or equivalent with no Third Division.
- Have a good command of both written and spoken English.
- Mentally and physically in good health.
- Applicants must have well understanding for the objective of JDS Project and after their return, should have a strong willingness to work for the development of Bangladesh.

<Ineligibility>

- Those who are currently receiving (or are scheduled to receive) another scholarship (including other scholarships of Japan).
- Those who have already taken a master's degree in a foreign country under any kind of scholarship.
- Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list.

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

Basic Information of Target Priority Area (Sub - Program)

1. Country : Bangladesh
2. Target Priority (Sub-Program) Area : Administrative capacity improvement
3. Operating Committee :
【Bangladesh side】 Ministry of Finance, Ministry of Public Administration, Ministry of Planning, Ministry of Education
【Japanese side】 Embassy of Japan in Bangladesh, JICA Bangladesh Office

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area : Administrative capacity improvement
2. Component: Development of Capacity for Urban and Rural Planning and Policy
3. Managing Organization:
Ministry of Finance, Ministry of Public Administration, Ministry of Planning, Ministry of Education
4. Target Organization:
Bangladesh Civil Service (BCS) Cadre officials (No specification of target organization)

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

Bangladesh, in the midst of drastic economic growth, is facing various problems due to haphazard urban development and overwhelming shortage of basic infrastructure such as waste and sewage and heavy traffic congestion are huge obstacles to people's lives and economic activities. In addition, there has been a disparity between urban and rural areas; urban areas are developing, whereas rural areas can hardly enjoy the benefit of economic growth. Therefore, there is a pressing need for region/area-wide comprehensive plans and policies in both urban and rural areas.

In the Sixth Five Year Plan (2011-2015), the Government of Bangladesh stipulates "Acceleration of economic growth and poverty reduction" and puts stress on job creation, industrial development, strengthening the governance and spreading the society service. Moreover, in order to realize the middle-income country in 2021 stated as policy objective, the Government of Bangladesh is revitalizing the regional economy by improving the infrastructure and strengthening the local government, etc for dissolving the regional disparity and balanced development,.

It is urgent to train executive administrative officials who have perspectives, ability/skills, and theory required for preparing regional comprehensive plans and policies; thus it will be of great help that JDS Project covers this Component.

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

In the "Japan's Country Assistance Policy for Bangladesh (June 2012)", "Acceleration of economic growth for all nations to achieve middle income county" and "Overcome social vulnerability" were

determined as the two priority assistance fields and identifying the priority sectors to be “Urban development,” under “Acceleration of economic growth for all nations to achieve middle income country” and “Agriculture and rural development” and “Development of capacity for public administration” under “Overcome social vulnerability”.

While JICA has implemented projects aimed at supporting urban areas (e.g. the Project for Developing Inclusive City Government for City Corporations, Dhaka Urban Transport Network Development Study, etc.) and projects aimed at supporting rural areas (e.g. South-Western Bangladesh Rural Development Project, etc.), JICA is implementing projects to strengthen regional ties between rural and urban areas (Northern Bangladesh Integrated Development Project and Strengthening Pourashava Governance Project).

This Component, with constructing the organic relationship with the above assistance by Japan in mind, is expected to develop capacities of administrative officials who will improve the functions on ministries and government agencies related with urban and rural planning and policy.

The JDS Project of Bangladesh has started in the year of 2001 and dispatched 228 participants in total through the 1st to 12th batch by October 2013, and 196 participants obtained master's degree and returned to Bangladesh. 69 participants out of 228 have been dispatched in the field of Public Administration.

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 to the young capable government officials who are expected to play leadership roles to contribute to the socio-economic development of the country.

It also aims to build a human network, and eventually strengthen the bilateral relationship/partnership between Japan and Bangladesh.

(2) Project Design

1) Overall Goal :

To ensure that JDS returned participants will help the Ministries and government agencies concerned to improve their capacity with regard to Urban and Rural Planning and Policy in the context of the region/area-wide comprehensive plans and policies.

2) Project Purpose :

To ensure that JDS participants at the target organizations will improve their perspectives, ability / skills, and theory required for preparing regional comprehensive plans and policies.

(3) Verifiable Indicators

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

2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return

(4) Number of JDS Participants and Accepting University

Graduates School of Life and Environmental Sciences, University of Tsukuba

2 participants / year, total 8 participants / 4 years

(5) Activity

Graduate School of Life and Environmental Sciences, University of Tsukuba

Target	Contents/ Programs to achieve target
1) Before arrival in Japan	
Preparation for Research	<ul style="list-style-type: none">· The University of Tsukuba requires incoming JDS Fellows to take and pass the information literacy test through the E-learning system.· If necessary, prospective supervisors instruct the Fellows to learn about basic mathematics, statistics, and/or data collection methods.· The Master's Program in Environmental Sciences provides necessary information through pamphlets, websites, our JDS office and committee.
2) During study in Japan	
<ul style="list-style-type: none">• To deepen professional knowledge about environmental problems and environmental disaster prevention by engaging in research and analysis.• To enhance the attribute, capacity, knowledge, and insights as global environmental leaders.• To acquire independent and matured skills for analyzing and solving problems so that the Fellows become capable of contributing to effective administrative management immediately after returning to Bangladesh.	<ul style="list-style-type: none">· In providing tailor-made education to meet each JDS Fellow's needs, the Master's Program in Environmental Sciences (hereunder the Program) and other programs of the University offer courses that help develop professional knowledge and research/analysis methods on urban and rural planning such as the capacity development of rural farmers, infrastructure development/improvement, natural disaster prevention (including civil engineering), and rural agricultural development.· Responding to each JDS Fellow's needs, the Program undertakes internships in Japan and other countries.· The Program requires all JDS Fellows to enroll in the SUSTEP (Sustainability Science, Technology, and Policy) certificate program, which has incorporated four past expert certificate programs. Those who met requirements receive a global environmental leader certificate.· The Program invites experts from universities/research institutions in Japan or from overseas and holds an annual international seminar to improve JDS Fellows' research areas.· If there is need, faculty members of the Program and JDS Fellows travel to Fellows' research areas and hold seminars on data-collection research and survey.· Other than regular domestic internships for all master's students, the Program designs and undertakes field trips that meet the research interests of JDS Fellows each year.
To develop problem-solving skills through the research and writing processes for theses and	<ul style="list-style-type: none">· Academic supervisors and instructors provide courses, guidance, and seminars that help JDS Fellows to learn how to find necessary documents and write master's theses.

complete them.	<ul style="list-style-type: none"> · JDS Fellows continuously enroll in thesis courses for two years and make thesis topic presentations several times. · The Fellows incorporate external opinion from experts who are invited to annual JDS international seminars.
To develop human resource network	JDS Fellows develop their own international human networks through participating in or presenting at conferences and JDS international seminars. Faculty members of the Program and the Fellows stay in touch after graduation and contribute to the improvement of problems in Bangladesh by sharing information or conducting research collaboratively.
3) After returning to Bangladesh	
To improve the network of JDS graduates.	<ul style="list-style-type: none"> · Continue the follow-up efforts and information sharing about our JDS special program and students' research topics by using the JDS website under the Master's Program in Environmental Sciences. · Hold international seminars by inviting JDS graduates, current JDS Fellows, representative from delegating government agencies, and other researchers from Bangladesh universities.
To utilize the research result	<ul style="list-style-type: none"> · The Program conducts long-term monitoring (e.g., questionnaire) and exchange in order to understand the educational effect and achievement of its JDS special program. These efforts help improve the program administration and provide useful feedback to its faculty development.

(6) - 1 Inputs from the Japanese Side

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

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

1 batch 2 X participants X 4 years = 8 X participants

From the year 2014 (Until 2016) : 2 X participants

From the year 2015 (Until 2017) : 2 X participants

From the year 2016 (Until 2018) : 2 X participants

From the year 2017 (Until 2019) : 2 X participants

(7) Inputs from the Bangladeshi Side

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

(8) Qualifications

1) Occupation:

- To be a confirmed member of Bangladesh Civil Service (BCS) Cadre for at least two (2) years of work experience by March 31, 2014.
- Those who have received "Permission letter" from belonging organization.

2) Others

- Citizens of Bangladesh
- Below Forty (40) years old (as of April 1st, year of arrival in Japan)
- Completed sixteen (16) years of school education with at least Bachelor's degree.
- At least, two (2) First Division or equivalent with no Third Division.
- Have a good command of both written and spoken English.
- Mentally and physically in good health.
- Applicants must have well understanding for the objective of JDS Program and after their return, should have a strong willingness to work for the development of Bangladesh.

<Ineligibility>

- Those who are currently receiving (or are scheduled to receive) another scholarship (including other scholarships of Japan).
- Those who have already taken a master's degree in a foreign country under any kind of scholarship.
- Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list.

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

Basic Information of Target Priority Area (Sub - Program)

1. Country: Bangladesh
2. Target Priority (Sub-Program) Area: Administrative capacity improvement
3. Operating Committee :
 - 【Bangladesh side】 Ministry of Finance, Ministry of Public Administration, Ministry of Planning,
Ministry of Education
 - 【Japanese side】 Embassy of Japan in Bangladesh, JICA Bangladesh Office

Itemized Table 1

1. Outline of Sub-Program / Component

(1) Basic Information

1. Target Priority (Sub-Program) Area: Administrative capacity improvement
2. Component: Development of Capacity for Public Finance and Investment Management
3. Managing Organization:
 - Ministry of Finance, Ministry of Public Administration, Ministry of Planning,
Ministry of Education
4. Target Organization:
 - Bangladesh Civil Service (BCS) Cadre officers (No specification of target organization)
 - Bangladesh Bank Class-1 Officials

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

In its Sixth Five Year Plan(2011-2015), the Government of Bangladesh stipulates that four strategies for public management and administration capacity development:

- 1) Capacity building of civil servants, 2) Devolution to local governments,
- 3) Public private partnership, 4) Strengthening of the planning and budgetary processes.

With regard to “3) Public Private Partnership (PPP)”, the Policy Strategy on Public-Private Partnership was formulated in 2010. Two specialized organizations (the Public-Private Partnership Office in the Prime Minister’s Office and the Public-Private Partnership Unit in the Finance Division) were established, and the process of discovery, formation, examination and approval on PPP projects has been clearly defined. As for “4) Strengthening of the planning and budgetary processes”, a multi-donor fund mainly managed by World Bank undertakes Strengthening Public Expenditure Management Program (SPEMP) which is associated with public finance management (e.g. adoption of a multiyear budget framework).

In order to implement the strategies mentioned above, it is important to build capability to design mid-and-long term policies and national plans. At the same time, skills to set up a system to realize these plans are also required. Through the improvement of the capacity by the Japan’s Technical Cooperation, and development of theory and knowledge for policy-making-level officials by JDS Project, a framework of mid-and-long term national finance and investment management can be set up and

operated. Thus, it is highly significant that JDS Project supports this Component.

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

In the "Japan's Country Assistance Policy for Bangladesh (June 2012)", "Acceleration of economic growth for all nations to achieve middle income country" and "Overcome social vulnerability" were determined as the two priority assistance fields. The assistance is implemented, identifying the priority sectors to be "Development of economic infrastructure" and "Private sector development" as well as "Development of capacity for public administration" under "Overcome social vulnerability", and this Component supports development of capacity for the administrative officials who are engaged in those sectors.

JICA is implementing "Strengthening Public Investment Management System Project" by strengthening the ties with national development plan and financial framework, and aims at enhancing capacity development for operational management, which is indispensable for public investment projects to promote economic growth and poverty reduction.

This component, with constructing the organic relationship with the above assistance by Japan in mind, is expected to develop capacities of administrative officials and Bangladesh Bank officers who enable improvements of administrative organization by managing the framework of national finance and investment management.

The JDS Project of Bangladesh has started in the year of 2001 and dispatched 228 participants in total through the 1st to 12th batch by October 2013, and 196 participants obtained master's degree and returned to Bangladesh. 69 participants out of 228 have been dispatched in the field of Public Administration.

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 to the young capable government officials who are expected to play leadership roles to contribute to the socio-economic development of the country. It also aims to build a human network, and eventually strengthen the bilateral relationship/partnership between Japan and Bangladesh.

(2) Project Design

1) Overall Goal :

To ensure that JDS returned participants will help the Ministries and government agencies concerned to improve their capacity with regard to the public finance and investment management.

2) Project Purpose :

To ensure that JDS participants at the target organizations will improve their capacity with regard to designing mid-and-long term policies and national plans for public finance and investment management as well as setting up a system to realize these plans.

(3) Verifiable Indicators

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

2) Ratio of JDS returned participants assigned to the workplace which has good relevance to their research/ expertise after their return

(4) Number of JDS Participants and Accepting University

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

(5) Activity

Graduate School of International Relations (GSIR), International University of Japan

Target	Contents/ Programs to achieve target
1) Before arrival to Japan	
Pre-departure preparation in Bangladesh in order for the smooth study/ research in Japan	To prepare the study in Japan, the subjects as basic Mathematics, basic Economics, etc. will be provided with JDS participants in Bangladesh prior to the enrollment in Japan.
2) During study in Japan	
Acquisition of professional knowledge and advanced analysis knowledge economic and financial policy	In order to analyze and solve the economic and financial policy issues, IDP provides the first-year JDS participants with professional theoretical foundations in the fields of microeconomics, macroeconomics, etc. The program also offers the statistics and econometrics to acquire the analysis ability from the aspect of empirical proof.
Acquisition of the ability for economic policy development that is necessary for the financial reform pushing forward macroeconomic stabilization	For healthy financial administration and various public policy accomplishment, JDS participants will enroll in the courses specialized in each application field of macroeconomics, financial policy and monetary policy at the same time to acquire advance and specialized knowledge.
Acquisition of ability of understanding the problems and practical problem-solving necessary for administrative officers	To inspect the effectiveness of the methodology of the scientific policy study based on economics and the technique comparing with the experience of Japan and Asian countries, IUJ invites the policy makers and officials from the concerned ministries related to macro economics policy, mainly financial and monetary policy in Japan and other Asian countries to give lectures.
Acquisition of ability for policy issue analysis and the ability for extensive report writing in English	Close supervision by faculty members enables JDS participants to write a highly-qualified master's thesis which could contribute to practical as well as academic solutions to current policy issues.
Acquisition of International viewpoint, network and communication skills	The on-campus housing facilitates close interaction among students from many countries and faculty members and the environment fosters students the international viewpoints and global human network.
3) After return	
Training and follow up after graduation	IUJ will provide JDS participants with follow-up training after graduation in Bangladesh with the aim of continuously improving their knowledge, theories, and skills. Joint seminars inviting JDS returned participants, current JDS participants, and newly selected

	<p>participants will also be held concurrently so that JDS participants can enhance mutual understanding, share knowledge and experiences, and strengthen their network. Additionally, with possible cooperation from public organizations, joint research projects between JDS returned participants and faculty members will be facilitated.</p>
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(6) - 1 Inputs from the Japanese Side

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

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

1 batch 2 X participants X 4 years = 8 X participants

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From the year 2017 (Until 2019) : 2 X participants

(7) Inputs from the Bangladeshi Side

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

(8) Qualifications

1) Occupation:

- To be a confirmed member of Bangladesh Civil Service (BCS) Cadre for at least two (2) years of work experience by March 31, 2014.
- To be a Class-1 Officer of Bangladesh Bank for at least two (2) years of work experience in Bangladesh Bank by March 31, 2014.
- Those who have received "Permission letter" from belonging organization.

2) Others

- Citizens of Bangladesh
- Below Forty (40) years old (as of April 1st, year of arrival in Japan)
- Completed sixteen (16) years of school education with at least Bachelor's degree.
- At least, two (2) First Division or equivalent with no Third Division.
- Have a good command of both written and spoken English.
- Mentally and physically in good health.
- Applicants must have well understanding for the objective of JDS Program and after their return, should have a strong willingness to work for the development of Bangladesh.

<Ineligibility>

- Those who are currently receiving (or are scheduled to receive) another scholarship (including other

scholarships of Japan).

- Those who have already taken a master's degree in a foreign country under any kind of scholarship.
- Military personnel and military civilian employees registered on the active list, and also personnel on temporary leave from the active list.

Summary of the Result of Supplementary Survey of Target Organizations

No.	Organization	Basic Information of officers					Missions/ Mandates of the organization (as of October 2013)	Development Issues and Human Resource Development in the Organization	Monitoring / Supporting System for Scholars during Study	Human Resource that the organization wishes to develop
		No. of BCS Cadre/ BB Class-1 officers	Ratio of officers (20- 29, 30-39, 40- years old)	Degree	Areal distribution	Officers with English skills				
1	Economic Relations Division(ERD), Ministry of Finance	86	20-29 =10 (12%) 30-39 = 21 (24%) over 40 = 55 (64%)	Master = 82 (95%) PhD = 4 (5%)	Central Area = 86 (100%)	Business Level = 100%	<p>The vision of ERD is "To build Bangladesh as an economically self reliant country and to reduce the level of poverty". In order to achieve the above vision, the missions of ERD are to:</p> <ol style="list-style-type: none"> 1. Strengthen bilateral and multilateral cooperation through Economic Diplomacy 2. Support economic programs/plans of the government through external resource mobilization, and 3. Assist in achieving national development plans, policies, strategies as well as other International Development Commitments. <p>The main mandate of ERD is to coordinate, plan, assess, negotiate, mobilize and determine allocation of all multilateral and bilateral economic assistance for the implementation of development projects/programs of the government.</p>	<p>ERD has taken a number of planned policies as well programs for its development. The prioritized development issues are as follows:</p> <ol style="list-style-type: none"> 1. Strengthening capacity building of ERD, 2. Management of Japan Human Resource Development Scholarship Program (JDS), 3. Coordination of Private Sector Development Support Project, 4. Strengthening capacity for aid effectiveness in Bangladesh, 5. Strengthening Local Consultative Group (LGC), 6. Maximization of economic assistance in various forms targeted towards organizational goals, 7. Need for specialization and division of labour, 8. Need for adequate training program, 9. Need for development of faculties of officers and 10. Dissemination of internationally agreed development strategies among the officials. 	<p>Economic Relations Division (ERD) extend necessary support and cooperation to the scholars/fellows through Bangladesh Mission in abroad. ERD has also 70 Economic Wings in abroad and keeps close contract with the scholars/fellows in spite of busy schedule during their studies. In fact, the monitoring and supporting system will be more effective and conducive if concerned officials of ERD are involved physically in this regard. JICA may kindly arrange visit program for concerned ERD officials where the JDS fellows studying in Japan.</p>	<p>Government of Bangladesh has adopted vision 2021 policy targeting socio-economic development of the country in a faster pace so that Bangladesh can become a ICT based middle income country by the year 2021. To this end in view, among other things, human resource development as well as training component has been identified as one of the important strategic options.</p> <p>Necessary knowledge and skills:</p> <ol style="list-style-type: none"> i) Policy formulation and execution ii) Development of strategy and action plan for effective program management iii) Result-based monitoring and evaluation iv) Whole of Government approaches to planning and service delivery system v) Organizational excellence vi) Information and knowledge management vii) Process management, improvement and innovation viii) Provide improved services to the people ix) External economic policy issues x) External economic relations xi) Development cooperation management xii) Sustainable development.
2	Ministry of Public Administration	4,453	20-29 = 156 (4%) 30-39 = 1351 (30%) over 40 = 2946 (66%)	Bachelor = 424 (10%) Master =3,908 (88%) PhD = 121 (2%)	Central Area = 931 (21%) Provinces = 3,522 (79%)	Business Level = 90% Graduate School Level = 10%	<p>The Ministry of Public Administration contributes to the development of a competent and accountable public service system by attracting, developing, engaging and managing an efficient and innovative organizational, functional human resources support system.</p> <p>Ministry of Public Administration looks after the affairs of BCS(Administration) Cadre. It also manages the affairs of all officers working in the secretariat in the rank of Deputy secretary to Senior Secretary. Officers of BCS (Administration) Cadre work in the secretariat as well as in the field Administration.</p>	<ol style="list-style-type: none"> 1. Enhance Administrative and management capacity, 2. Develop all cadre PMIS, 3. Performance Based Evaluation System, 4. Office Automation, 5. Public Service Innovation and Ensuring e-services at the door steps of citizen, 6. Governance Innovation and change management, 7. Second generation Citizen Charter, 8. Capacity Building and skill upgradation of civil officers, 9. Improved system of public service delivery, and 10. Strengthening vigilance for combating corruption. 	<p>The Ministry of Public Administration provides support to the scholars through Bangladesh Mission abroad. Activities of the scholars are closely monitored by the Bangladesh mission in the respective country. Any report to this ministry by the mission or the scholarship awarding country/organization or by the education institutions are taken into consideration with top priority. Affairs of the scholars are also monitored and supported by the senior level officers during their visits in the respective country. The Foreign Training Section keeps close contact for monitoring and support purpose with the scholars.</p>	<p><u>The Categories of HR</u></p> <ol style="list-style-type: none"> (i) Senior Civil Servants to ensure effective and modern leadership in the public service delivery system. (ii) Mid-level Civil Servants for ensuring successful implementation of strategic plan (iii) Junior level civil servants for bringing new ideas and process re-engineering in the process of service delivery and also to face challenges of the coming days. <p><u>Necessary knowledge and skills:</u></p> <ol style="list-style-type: none"> i. Policy Formulation and Policy Management ii. Management Functions iii. Techniques and Tools of Human Resource Management iv. Delivery of Improved Services to the People v. Supervision and Monitoring vi. Evaluation and Research vii. Promotion of Organizational Values and Culture viii. Creative Faculty ix. Collaboration.
3	Ministry of Education	45	N/A	N/A	N/A	N/A	<p>Ministry of Education is the apex policy making institute of the Government regarding administration and development of post-primary education sector. Ministry of Education formulates policies and programs for the development of post-primary to higher education including Madrasas, technical & vocational education.</p>	<p>Policy formulation and management</p>	<p>N/A</p>	<p>Mid level officers of the Ministry from Senior Assistant Secretary to Deputy Secretary.</p>

No.	Organization	Basic Information of officers					Missions/ Mandates of the organization (as of October 2013)	Development Issues and Human Resource Development in the Organization	Monitoring / Supporting System for Scholars during Study	Human Resource that the organization wishes to develop
		No. of BCS Cadre/ BB Class-1 officers	Ratio of officers (20- 29, 30-39,40- years old)	Degree	Areal distribution	Officers with English skills				
4	Ministry of Industries	69	20-29 = 0 (0%) 30-39 = 5 (7%) over 40 = 64 (93%)	Master =69 (100%)	Central Area = 90% Provincial = 10%	Business level = 90%	Employment through rapid industrialization, reduce dependency on import products and earn foreign remittances through production of exportable goods and ensure over all economic development of this Country.	To undertake development projects for BCIC, BSCIC, BSEC, BSFIC, BITAC, BSTI, NPO, DPDT, BOILER, BIM and BAB. To prioritize the proposed projects undertaken by the above organizations/agencies. To review the progress of implementation. To provide the specific guidelines to solve if any problem arises there.	N/A	The Ministry of Industries wishes to develop a Technical Assistance (TA) Project to enhance and sharpen the capabilities of Cadre Officials of the Wing for the following reasons: To have the real experience of development transitional and developing economics of Asia, Europe and United States. To arrange study tour to have and share the experiences of the aforesaid world To search the roots of develop initiatives To have a short training program on project management and Urban Planning and development.
5	Ministry of Foreign Affairs	268	20-29 = 44 (16%) 30-39 = 92 (34%) over 40 = 132 = (49%)	N/A	N/A	N/A	To carry out diplomatic activities in a way that promotes peace and harmony among the countries of the world with the ideal, friendship to all, malice to none.	Foreign Service Academy should be strengthened so that it may impart state of the art training to young diplomats. For it a different compass with appropriate space is required.	Not rigorously but concerned Bangladesh Mission look after their overall wellbeing.	1. Language Training – every officer will learn at least one of the official languages of UN besides English 2. Offering courses on different aspects of modern diplomacy 3. Give real world training about day to day activities of diplomatic tasks.
6	Ministry of Environment and Forest	31	20-29 = 0 (0%) 30-39 = 10 (32%) over 40 = 21 (68%)	Bachelor = 0 (0%) Master = 26 (84%) PhD =5 (16%)	Central Area = 100%	Graduate School Level = 100%	The organization aims at mitigating climate change effect and creating awareness among the people in this respect.	1. Ensure environment friendly working environment for all, 2. Advocacy for green jobs 3. Advocacy for less carbon emissions and less pollution 4. Mandating for wildlife protection and biodiversity conservation, and 5. To protect environment.	N/A	Comprehensive and sensible human resources who can play a vital role in various world forums in connection with Bangladesh- the worst victim of climate change and combat the situation.
7	Ministry of Communication 1	30 (BCS Administration)	N/A	N/A	N/A	N/A	To expand and expedite the road communication for people welfare and rapid transit of goods and services along with people. To train up the personnel for better services.	To train up the concerned officials for taking competent decision on time and speedy.	N/A	To educate and train up the mid level officials as Senior Assistant Secretary and also develop the Human Resource the rank of Assistant Secretary, Senior Assistant secretary, Deputy Secretary for higher education and for higher technical training for Joint Secretary and the same level officials.
	Ministry of Communication 2	517 (RHD Cadre only)	N/A	N/A	N/A	Graduate School Level = 100%	N/A	To develop national, regional highway communication, road connectivity and sustainable development.	N/A	1. Bangladesh Road Research Institute, Dhaka 2. Roads and Highway Training Institute, Dhaka
8	Bangladesh Bank	4,052	20-29 = 427 (11%) 30-39 = 559 (14%) over 40 = 3066 (75%)	Bachelor = 773 (19%) Master = 2,030 (50%) PhD = 8 (0.20%)	Central Area = 1,853 (46%) Provinces = 2,199 (54%)	N/A	Bangladesh Bank is responsible to manage the country's monetary and financial system with a view to stabilizing the internal and external value of Bangladesh Taka towards fostering rapid growth and development of the country's productive resources in the best national interest.	Keeping the bank as forward-looking central bank with competent and committed professionals of high ethical standards, conducting monetary management and financial sector supervision to maintain price stability and financial system robustness, supporting rapid broad based inclusive economic growth, employment generation and poverty eradication in Bangladesh are the prioritized development issues of the Bangladesh Bank.	Scholars are treated as on duty and they get their usual emoluments from Bangladesh Bank during study abroad. At the time of sanctioning their deputation some conditions [such as – (i) he/she shall have to successfully complete the program within stipulated period. (ii) on completion of the program he/she shall have to come back to Bangladesh in due time otherwise his/her guarantor shall be liable to pay fixed compensation to Bangladesh Bank] are applied as monitoring tools.	Officials from different disciplines are working in the Bangladesh Bank with their best efforts and knowledge. Since knowledge is not a static view and requires edging and updating, Bangladesh Bank always wishes to develop its human resources, specially junior and mid-level officials, in the field of Economics, Finance, Business Administration etc. to drive the Strategies/Plans mentioned above.

Selection and Recruitment of the First Batch of Candidates of the New System Second Phase Coming to Japan in FY 2014 (People's Republic of Bangladesh)

Selection and Recruitment of the 13th Batch of Candidates Coming to Japan in FY 2014
(People's Republic of Bangladesh)

The 13th batch of candidates for study in Japan from Bangladesh under the new system were recruited and selected as follows:

1. Recruitment of Applicants (September 29 to 13 November, 2013 and 15-21 November, 2013¹)

According to the applicant qualifications, application guidelines and forms, and selection schedule that have been approved at the 1st Operating Committee meeting, the following assistance for recruitment was provided to the Target Organizations during the period of the survey:

(1) Preparation of the Application Guidelines and Forms

As for the set of documents necessary for application, the following were prepared:

- Application guidelines
- Application forms : Each 3,000 copies

(2) Other recruitment tools for application

- 2 Newspaper²
- Poster: 750 copies
- Publication on the web site³

(3) Request for the Selection of Applicants

The documents necessary for application mentioned above were distributed to the following all Target Organizations.

- Divisional Offices (7places)
- Districts offices (64places)
- Upazila Nirbahi Offices (486places)
- All Ministries, JDS Operating Committee, JDS Alumni Associations, and other related organizations

(4) Organization of a Recruitment Seminar

During recruitment period, a summary of the JDS and explanation of application guideline of this year were given to the potential candidates and personnel and training department staffs in charge of the JDS. In addition, the JDS participants who had returned to Bangladesh after studying in Japan were invited to share information about conducting research and living in Japan for

¹ The duration approved at the 1st Operating Committee meeting was September 29 to 13 November, 2013. However, the duration of recruitment was extended for one week due to political situation with approval by Operating Committee members.

² The local newspaper, "The Daily Prothom Alo" displayed advertisement on September 27, 2013 and the English newspaper "The Daily Star" displayed on September 29, 2013.

³ The website address was put on the application guidelines, newspapers and the target organization's websites.

enhancing participants' understanding. Besides the faculty members of Bangladesh Civil Service Administration Academy (BCSAA) and Bangladesh Public Administration Training Centre (BPATC) also gave some presentations to explain how to prepare research plans to the participants. Promotion Seminars were held at 7 places⁴. And the numbers of participants were 546.

(5) Collection of Application Documents and Application Status

The number of applicants as of the November 21, 2013 deadline for the open recruitment was 116. After conducting basic check by JICE staff, the effective number of applicants was 86. The 30 numbers of applicants failed to pass due to lacking of qualification and plagiarism of research plans. Table 1 shows the belonging Cadre/Organization wise of numbers of applicants under new Components.

Table 1: The belonging Cadre/Organization wise of numbers of applicants under new Components
(Unite: Person)

Sub-program	Component	Cadre/Organization	13 Batch		Maximum Acceptable Number of Participants
			Applicants		
Administrative capacity improvement	Development of Capacity for Public Administrative Government	Administration	17	29	4
		Agriculture	1		
		Education	3		
		Information	2		
		Police	2		
		Roads and Highways	1		
		Taxation	1		
		Telecommunication	2		
	Development of Capacity for Economics Planning and Policy	Administration	8	55	5
		Education	1		
		Information	2		
		Statistical	2		
		Taxation	1		
		Bangladesh Bank	41		
	Development of Legal Capacity and Policy	Police	4	5	2
		Economic	1		
	Development of capacity for Urban and Rural Planning and Policy	Administration	6	19	2
		Agriculture	2		
		Ansar	1		
		Education	3		
		Information	1		
		Public Health Engineering	1		
		Public Works	1		
		Roads and Highways	4		
	Development of Capacity for Public Finance and Investment Management	Administration	1	8	2
		Police	1		
		General Education	1		
		Bangladesh Bank	5		
Total			116	116	15

⁴ BCSAA, BPATC, Ministry of Public Administration, Ministry of Finance, Bangladesh Bank, Ministry of Communication/Road & Highway Department, Ministry of Agriculture/Department of Agricultural Extension

2. Screening of Application Documents by Accepting Universities (1st Screening) and Its Results

Of the submitted application documents, 86 fulfilling the necessary qualifications were sent to the Accepting Universities, where faculty members examined the documents during December 16, 2013 to January 10, 2014. In addition, prior to the document screening, English and mathematics examinations were administered (on December 5 and 6, 2013). Before January 10, 2014 the results of the screening were submitted by all 7 Universities. The results of the English and mathematics tests were offered to the Accepting Universities as reference materials for the screening and technical interviews.

The details of each examination and selection are as follows:

(1) Basic Check

During the period, November 17 to December 13, 2013, as a prior step to the document screening, the following items were verified: The satisfaction of the qualifications established at the time of the application, the submission of all the necessary documents, and the entered contents of the application documents. Any unclear points were clarified with the applicants themselves. As a result of this process, 86 out of 116 application documents cleared the Basic Check.

(2) English and Mathematics Examinations

As reference materials for the document screening, English and mathematics examinations were administered on December 5 and 6, 2013 to check basic academic skills. The IELTS test was used to verify basic competency in English on the part of the candidates, and the questions prepared by the university that had previously accepted JDS participants in the economics field were used to validate necessary skills in mathematics at a master's level.

With respect to both examinations, no minimum threshold was set for selecting JDS participants, and the test results of all the applicants were submitted to the Accepting Universities as reference materials for the screening and technical interviews⁵.

(3) Document Screening

The following five items were considered in the screening: The academic record (25 points), the research plan (30 points), the manner of applying the knowledge after returning home (20 points), the level of fit with the concerned development issues (20 points) and the recommendation letters (5 points), which made the total of 100 points. As for the acceptance decision, the passing score was not set. Instead, the applicants were rank-ordered based on the scores by Accepting University. At a maximum as many applicants as the number that was three times the number of participants to be accepted by a given university, were allowed to pass the document screening.

As a result of this process, 42 applicants passed the document screening.

⁵ With regard to the handling of the results of the English and mathematics examinations, it is left up to the Accepting Universities, because the importance of competency in English and mathematics and the literacy required after enrollment, among others, differ across the Universities.

3. Technical Interviews by the Faculty Members of the Accepting Universities (2nd Screening) and Its Results

Subsequently, technical interviews by the faculty members of the Accepting Universities and Consultation Meetings between the persons concerned in the Target Organizations and the faculty members were held between January 29 and February 2, 2014 according to the following schedule.

Date		Schedule
January 29	Wed.	Departure from Japan and arrival in Bangladesh
January 30	Thu.	Courtesy call on Ambassador to Embassy of Japan in Bangladesh, Having lunch with Ambassador
		Consultation Meeting with the Target Organizations (by Component)
		Welcome dinner by JICA
January 31	Fri.	Briefing and orientation
		Technical interview 【Yamaguchi, Meiji, Hitotsubashi, Ritsumeikan, Kyushu, Tsukuba, IUJ (7 universities)】
February 1	Sat.	Technical interview 【Ritsumeikan only】
		JDS Alumni Associations reception
		JICE reception
February 2	Sun.	Feedback Session and Consultation Meeting with the Operating Committee
		Visit returned fellow working places
		Departure from Bangladesh

The following three items were considered in the screening: The academic background and the learning ability (50 points), the foundation to complete the study in Japan (25 points), and the potential for making contributions to the development of Bangladesh (25 points), which made the total of 100 points. In addition, the acceptance decision was made with two options (“○” for acceptable and “×” for unacceptable). The passing score was not set. Instead, the applicants were rank-ordered based on the scores by Accepting University. Of the candidates who were given “○,” at a maximum as many applicants as the number that was twice the number of the participants to be accepted by a given university, were allowed to pass the technical interviews. As a result of this process, 27 out of 42 interviewees⁶ passed the technical interviews.

Finally, along with the technical interviews, a medical examination was carried out during the period between January 31 and February 1, 2014. No health program affecting the ability to study in Japan was detected in the 27 applicants described above.

⁶ The two candidates declined interviews due to health problem and personal reasons.

4. Comprehensive Interview by the Operating Committee (3rd Screening) and Its Results

The 27 candidates who passed the technical interviews by the faculty members were interviewed next by the Operating Committee during the period between February 9 and February 10. The following three items were considered in the screening: The potential for making contributions to the development of Bangladesh (40 points), the grounding to make long-term use of the results of the study in Japan (30 points), and the foundation to complete the study in Japan (30 points), which made the total of 100 points. As for the acceptance decision, the applicants were rank-ordered based on the score in the respective Universities, and 15 candidates were selected. Subsequently, the 2nd Operating Committee meeting was held on February 20, 2014 and was approved and acknowledged the 15 successful candidates (Table2).

The belonging Cadre/Organization wise of numbers of applicants under new Components is shown in table1. The results of the application and selection display that the numbers of applicants from the Administration Cadre and Education Cadre represent higher than the other cadre as same as last year. At the first time, the successful candidates were selected from the Ansar Cadre this year, which may become a good example for the cadre who work outside of Dhaka during the next recruitment period. It is essential to increase the number of qualified applicants. It is, therefore, considered necessary to continue appealing to the Target Organizations actively in the future to encourage applications, especially in the new established law component.

Table 2: Selection Results for the 13th Batch of Applicants (by Component)

Sub Program	Component	University	Faculty	Numbers of Applicants	Basic Check	IELTS (Exempted)	IELTS & Math	Candidate after the Document Screening (*1)	Candidates after the Technical Interviews (*2)	Candidates after the Comprehensive Interview	Final successful Candidates	Maximum Acceptable of Participants
Administrative capacity improvement	Development of Capacity for Public Administrative Government	Yamaguchi University	Graduate School of Economics	14	10	2	8	6	4	2	2	2
		Meiji University	Graduate School of Governance Studies	15	13	4	9	6	4	2	2	2
	Development of Capacity for Economics Planning and Policy	Hitotsubashi University	Graduate School of International and Public Policy	11	8	3	5	5	3	2	2	2
		Ritsumeikan University	Graduate School of Economics	44	31	7	24	9	6	3	3	3
	Development of Legal Capacity and Policy	Kyushu University	Graduate School of Law	5	4	1	3	3	2	2	2	2
	Development of Capacity for Urban and Rural Planning and Policy	Tsukuba University	Graduate School of Life and Environmental Sciences	19	14	6	8	7	4	2	2	2
	Development of Capacity for Public Finance and Investment Management	International University of Japan	Graduate School of International Relations (GSIR)	8	6	3	3	6	4	2	2	2
			Total	116	86	26	60	42	27	15	15	15

(*1) Roughly, three times the maximum acceptable number (*2) Roughly, twice the maximum acceptable number